

## PROGRAM II: COMMUNITY SERVICES

### Summary of Appropriations and Revenues

Agency	Agency Name	FY 2005-2006 Appropriations	FY 2005-2006 Revenue	FY 2005-2006 Net County Cost
012	Community Services Agency	14,153,215	11,221,832	2,931,383
027	Department of Child Support Services	55,138,862	56,738,862	(1,600,000)
029	Public Administrator/Public Guardian	4,586,680	2,377,246	2,209,434
042	Health Care Agency	478,970,107	412,802,946	66,167,161
063	Social Services Agency	409,324,699	377,640,729	31,683,970
064	In-Home Supportive Services Provider Payments	23,186,906	18,615,308	4,571,598
065	CalWorks Family Group / Unemployed Parents	110,189,566	107,434,817	2,754,749
066	Aid to Families with Dependent Children - Foster Care	112,810,665	95,816,835	16,993,830
067	Aid to Refugees	228,324	228,324	0
069	General Relief	1,204,779	788,161	416,618
	GENERAL FUND SUBTOTAL	1,209,793,803	1,083,665,060	126,128,743
117	O.C. Housing Authority - Operating Reserves	5,760,656	5,760,656	0
123	Dispute Resolution Program	816,276	816,276	0
124	Domestic Violence Program	816,804	816,804	0
136	Community Social Programs	12,703	12,703	0
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	6,811,114	6,811,114	0
13N	Orange County Tobacco Settlement	37,099,164	37,099,164	0
13S	Emergency Medical Services	7,408,519	7,408,519	0
13T	HCA Purpose Restricted Revenues	1,984,286	1,984,286	0
13U	HCA Interest Bearing Purpose Restricted Revenue	100,000	100,000	0
13W	HCA Realignment	5,000,000	5,000,000	0
146	Workforce Investment Act	15,281,431	15,281,431	0
14T	Facilities Development and Maintenance	6,774,544	6,774,544	0
14W	Welfare-to-Work	71	71	0
15G	Housing and Community Services	39,271,628	39,271,628	0
15U	Strategic Priority Affordable Housing	3,999,396	3,999,396	0
590	In-Home Supportive Services Public Authority	754,730	754,730	0
9A0	Debt Service	52,550,100	52,550,100	0
	OTHER FUNDS SUBTOTAL	184,441,422	184,441,422	0
	TOTAL - COMMUNITY SERVICES	1,394,235,225	1,268,106,482	126,128,743

## 027 - DEPARTMENT OF CHILD SUPPORT SERVICES

### Operational Summary

#### Mission:

To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient and professional manner.

#### Strategic Goals:

- The following three goals have been established to align with the State Department of Child Support Services' performance expectations:
- 1. Increase net distributed collections by 3.0%
- 2. Increase percent of collections on current support to 54.9%
- 3. Increase percent of cases with arrears collection to 63.0%

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>PATERNITY ESTABLISHMENT PERCENTAGE</b> <b>What:</b> Measures the percentage of children in the caseload for whom paternity was established. <b>Why:</b> Paternity establishment is a prerequisite to establishing a medical/monetary child support order.	For FY 03/04, CSS achieved a 10.6% increase in performance in this measure. Paternity has been established for 92% of the children in the caseload born to unmarried parents. This was due primarily to staff's critical review and monitoring of case actions.	CSS will strive to improve casework efficiency for paternity establishment to achieve an overall percentage of 92.5%	CSS continues to exceed the Federal Performance Standard of 50% with an establishment percentage of 92%.
<b>CASES WITH A SUPPORT ORDER ESTABLISHED</b> <b>What:</b> Measures the percentage of cases with an order established for child support. <b>Why:</b> An order must be established before support can be collected.	Court orders have been established for 78.9% of the cases requiring support orders.	Increase the percentage of cases with a child support order by 1%	Percentages have stabilized, but CSS continues to exceed the Federal Performance Standard of 50% by establishing a support order in 78.9% of the cases requiring support orders.
<b>COLLECTIONS ON CURRENT SUPPORT</b> <b>What:</b> Measures the amount collected for current child support as a percentage of the total amount due. <b>Why:</b> Collection of current support enables a family to meet basic living and medical needs.	For FY 03/04, CSS achieved 3.6% growth in this measure, collecting 52.2% of current child support.	Increase collections on current support to achieve an overall percentage of 54.9%	CSS exceeded the 40% minimum Federal Performance Standard by achieving 52.2% of collections on current support due. This is a result of efforts at targeted projects, case cleanup and the establishment of reasonable orders, along with the impact of the ARS child support system.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	52,947,661
Total Recommended FY 2005-2006	55,138,862
Percent of County General Fund:	2.11%
Total Employees:	753.00

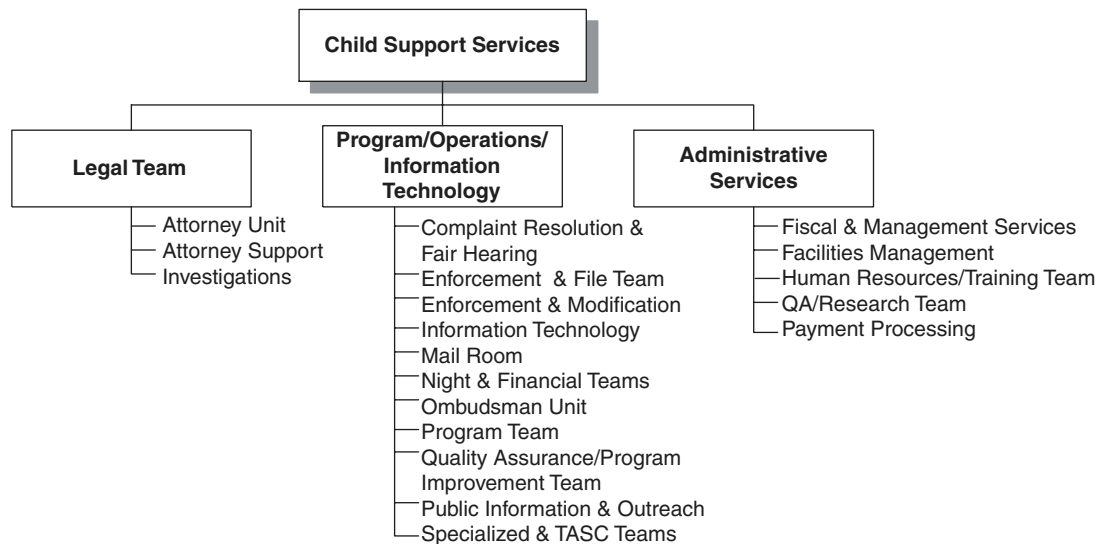
## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>CASES WITH ARREARS COLLECTIONS</b> <b>What:</b> Measures the percentage of cases with past due child support in which some collection was made. <b>Why:</b> As with current child support, payment on arrears provides a family with income to meet basic needs.	CSS collected on 59% of cases that have child support arrears owed. This was due to projects focused on collecting the arrears, and considering personal finances of the non-custodial parent; upon a verified change in circumstances, the court order is modified.	Increase the percentage of cases with collections on arrears by 7%	CSS exceeds the Federal Performance Standard of 40% by collecting from 59% of cases that have child support arrears owed. CSS will continue to partner with non-custodial parents to improve working relationships, reduce past due amounts by establishing financially appropriate orders.

## FY 2004-05 Key Project Accomplishments:

- Net distributed collections increased from \$167.1 million in FFY 2002-2003 to \$172.1million in FFY 2003-04.
- CSS achieved an overall compliance rating of 92%, exceeding the state and federal requirements of 80% compliance in the areas of case review, expedited process, and program administration.
- Orange County has led the five largest California counties in percent of current support collected for the past six years.
- The simplified non-welfare application developed and implemented on 6/17/03 has increased distributed net collections by \$1 million.
- Implementation of payment by Credit/Debit Card provides noncustodial parents the option of paying by credit card for a nominal convenience fee. This payment option has increased distributed net collections by \$1.3 million.
- Implementation of the State Licensing Match System (SLMS)program, has been enormously successful and resulted in an increase of \$3.5 million in distributed net collections.
- Efficiencies in processing and distributing payments were also achieved through the implementation of an automated payment system known as Open Scan. CSS also initiated electronic fund transfers from employers. Both programs greatly increased the efficiency of payment processing operations.
- Realized \$0.5 million in savings by outsourcing printing and mailing services.
- Implemented a Professional Development Academy to facilitate succession planning.

## Organizational Summary

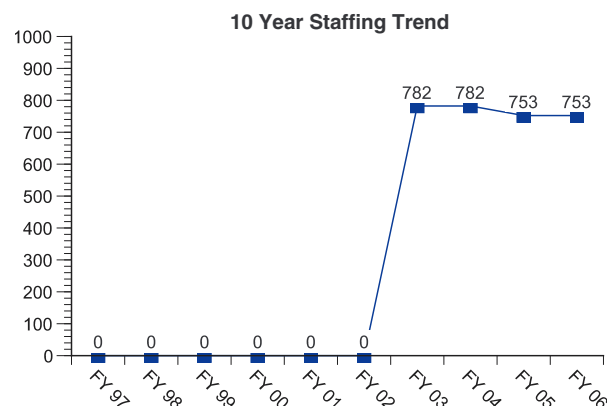


**PROGRAM/OPERATIONS/INFORMATION TECHNOLOGY** - This division is responsible for the opening, establishment, modification and enforcement of child support orders. Case management staff serve as primary customer service representatives and take administrative enforcement actions that do not require court intervention. This division also provides computer technical support, systems applications, and systems security.

**LEGAL TEAM** - This division provides legal guidance and advice associated with family support. Legal staff handle all matters that go before the court, including obtaining court orders to establish paternity and financial child support, modification of existing child support orders, and civil enforcement actions.

**ADMINISTRATIVE SUPPORT SERVICES** - This division handles the accounting and distribution of child support payments and provides administrative support and training for the department. Support services includes budget/fiscal, purchasing, human resources, management services, research, facilities management, as well as, training resources to address the department's broad range of training needs.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- CSS has no changes to budgeted positions in FY 2005-06. To operate within the current level of funding, CSS continues to implement an internal hiring freeze, reduce the Extra Help workforce and eliminate overtime except for critical situations.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Department of Child Support Services does not have any projects defined as Board Strategic Priorities. CSS strives to improve efficiency and responsiveness while maintaining costs within our 100% State and Federal funding in order to avoid impacting net county costs.

### Changes Included in the Recommended Base Budget:

The Federal and State Allocation for CSS is expected to decrease from the FY 04-05 level of \$56.1 million to \$56.0 million. The net reduction of \$0.1 million is primarily due to savings recognized from maintenance contracts, software licensing contracts and reduced IP addresses in the categorical funding known as EDP that can only be used for Information Technology (IT) staffing, services and equipment. CSS has included \$0.3 million in trust fund revenue in the budget submittal to offset one-time purchases in FY 05-06.

The initial FY 04-05 appropriation for Orange County's portion of the State's assessed Federal Automation Penalty was removed in a midyear adjustment. The recommended base budget does not include any appropriations for the penalty.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Positions	-	753	753	753	0	0.00
Total Revenues	56,998,387	56,941,347	56,966,065	56,738,862	(227,203)	-0.39
Total Requirements	57,650,521	55,341,347	52,959,383	55,138,862	2,179,479	4.11
Net County Cost	652,134	(1,600,000)	(4,006,682)	(1,600,000)	2,406,682	-60.06

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Department of Child Support Services in the Appendix on page 488

### Highlights of Key Trends:

- Orange County has continued to meet or exceed Federal Performance Measures in paternity establishment percentage, percent of cases with a support order established, percent of collections on current support, and percent of cases with arrears collections. The success of CSS plays a key role in assisting families achieve and maintain self-sufficiency.
- CSS has sustained increases in overall collections, in collections per case, and in cases that require the establishment of paternity and court orders. CSS also strives to ensure that quality assurance and program improvement are integrated into the services provided.
- CSS will continue to evaluate existing programs and implement processes for more efficient and effective programs and business practices.

### Budget Units Under Agency Control:

No.	Agency Name	Department Of Child Support Services
027	Department of Child Support Services	55,138,862
	Total	55,138,862

## 029 - PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN

### Operational Summary

#### Mission:

The Public Administrator/Public Guardian Department is committed, when no alternatives exist, to protect, assist, and manage the affairs of decedents and those unable to care for themselves.

#### Strategic Goals:

- Provide timely and effective administration of estates and protect persons unable to manage their own affairs.
- Advance management strategies that support department core functions and prepare for succession planning as a result of future retirements.

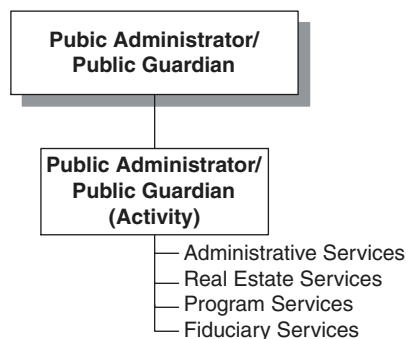
#### Key Outcome Indicators:

Performance Measure	2004 Business Plan	2005 Business Plan	
	Results	Target	How are we doing?
<b>THE PERCENT OF ESTATES/ CONSERVATORSHIPS COMPLETED WITHOUT SURCHARGE.</b> <b>What:</b> A measurement to provide timely & appropriate case admin for conservatorships & decedent estates. <b>Why:</b> To measure the goal accomplished, the Court levies surcharges for untimely/improper estates admin.	N/A	The percent of estates/ conservatorships completed without surcharge.	N/A
<b>INVESTIGATE &amp; ADMIN 1800 CASES &amp; COMPLETE 90% OF CONSERVATORSHIP REPORTS 2 DAYS BEFORE HEARING.</b> <b>What:</b> A measurement to meet our legally mandated functions regarding conservatorship investigations. <b>Why:</b> It measures the degree to which the goal is being accomplished.	N/A	Provide investigation & case admin to 1800 Public Guardian cases. Complete 90% of conservatorship court reports in 2 working days before hearing dates.	N/A
<b>PROVIDE TRAINING AND CAREER ADVANCEMENT OPPORTUNITIES TO STAFF.</b> <b>What:</b> A measurement to develop training through the use of the PA/PG training committee. <b>Why:</b> Measures the degree to which staff is provided training allowing PAPG to meet its strategic goal.	N/A	Provide training and career advancement opportunities to staff.	N/A

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	0
Total Recommended FY 2005-2006	4,586,680
Percent of County General Fund:	0.17%
Total Employees:	69.00

## Organizational Summary



### Public Administrator/Public Guardian - PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN:

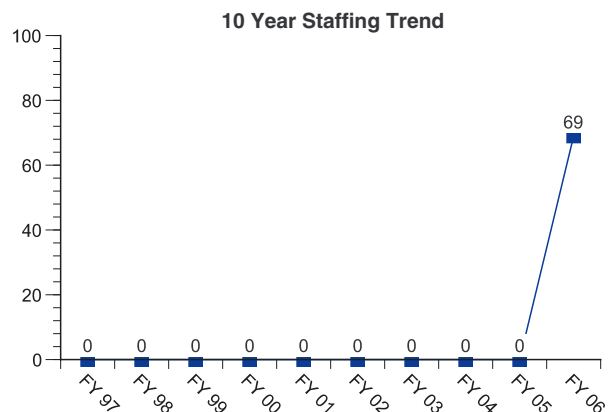
The Public Administrator (PA) protects the assets and manages the affairs of deceased residents of Orange County, who at the time of death left no known heirs, no will, no named executor or an executor who is eligible or unwilling to act.

The Public Guardian (PG) LPS is the designated County Conservator Investigator for mental health conservatorships. The PG LPS unit can serve as conservator for those individuals determined by the court to be gravely disabled as a result of their mental disorder when there is no one else to serve in that capacity.

The Public Guardian (PG) Probate investigates and administers conservatorships for those individuals unable to handle their own finances or care for themselves or are a victim of elder abuse.

**ADMINISTRATION:** Promotes and provides for the fiscal and operational integrity of the Agency through sound management principles and practices, and provides support services to Agency programs. Support services include Financial and Administrative Services, Information Technology, Human Resources.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The addition of 69 positions is requested to transfer the Public Administrator/Public Guardian function and staffing from Health Care Agency and establish the PA/PG as a separate department.

## Budget Summary

### Changes Included in the Recommended Base Budget:

Per Board action on May 3, 2005, Public Administrator/Public Guardian will be established as a separate department effective July 1, 2005. The augmentation created and rolled into the base budget includes 69 positions, \$4,586,680 appropriation, \$2,377,246 revenue, and \$2,209,434 Net County Cost.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Positions	-	0	69	69	0	0.00
Total Revenues	0	0	0	2,377,246	2,377,246	0.00
Total Requirements	0	0	0	4,586,680	4,586,680	0.00
Net County Cost	0	0	0	2,209,434	2,209,434	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Public Administrator/Public Guardian in the Appendix on page page 489

### Highlights of Key Trends:

- As the population of Orange County ages it is expected that PA/PG will see an increase in referrals for the older adults unable to provide for themselves or who are a victim of elder abuse. A lack of community programs and support systems allowing independent living or protecting older adults from fiduciary abuse and neglect increases the vulnerability of older adults in Orange County. These vulnerable older adults are frequently referred to Public Guardian in order to protect their person and their estates.
- At this time a significant revenue source, Targeted Case Management (TCM) remains intact and a viable source of revenue for the Public Guardian programs. There is action at the federal level to reduce Medicaid funding, through which Targeted Case Management is funded so any reduction or elimination of this funding source would negatively impact the Public Guardian in continuing to meet his fiduciary and mandated responsibilities.

### Budget Units Under Agency Control:

No.	Agency Name	Public Administrator/Public Guardian
029	Public Administrator/Public Guardian	4,586,680
	Total	4,586,680



## 042 - HEALTH CARE AGENCY

### Operational Summary

#### Mission:

The Health Care Agency is dedicated to protecting and promoting the optimal health of individuals, families, and our diverse communities through partnerships, community leadership, assessment of community needs, planning and policy development, prevention and education, and quality services.

#### Strategic Goals:

- Prevent disease and disability, and promote healthy lifestyles.
- Assure access to quality health care services.
- Promote and ensure a healthful environment.
- Recommend and implement health policy and services based upon assessment of community health needs.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>HEALTH CARE ACCESS FOR CHILDREN</b> <b>What:</b> It is a measure of the ability of children to receive medical attention, including preventive care. <b>Why:</b> Children receiving preventive services and health care will result in improved health outcomes.	Results of the 2004 OCHNA community survey found more than 65,000 fewer children without coverage, leaving an estimated 40,000 children without insurance.	Increase in the number of children with health insurance coverage by monitoring the number of eligible children and those enrolled in these programs. The 2004 OCHNA survey will show continued improvement.	Progress has been made with a reduction in the number of uninsured children. The percentage of children without health insurance has declined from 12.7% in 1998 to 4.6% in 2004. Since January 1999, the total number of children enrolled in public insurance has doubled to over 250,000 in 2004.
<b>CHRONIC DISEASES</b> <b>What:</b> It is a measure of the leading causes of death for Orange County residents. <b>Why:</b> 3 leading causes accounted for 63% of deaths in 2002 & over \$1.7 billion annually in hospital costs.	The OC mortality rates for cancer, heart disease and cerebrovascular disease have remained relatively constant or decreased, but remain higher than California and the Healthy People 2010 objectives.	Over the next five years, continued preventive efforts will be necessary to accomplish the HP2010 objectives for these three diseases.	Orange County rates have improved. However, death rates for the top 3 leading causes of death (cancer, heart disease, and stroke) remain well above national HP2010 target objectives.

## Key Outcome Indicators: (Continued)

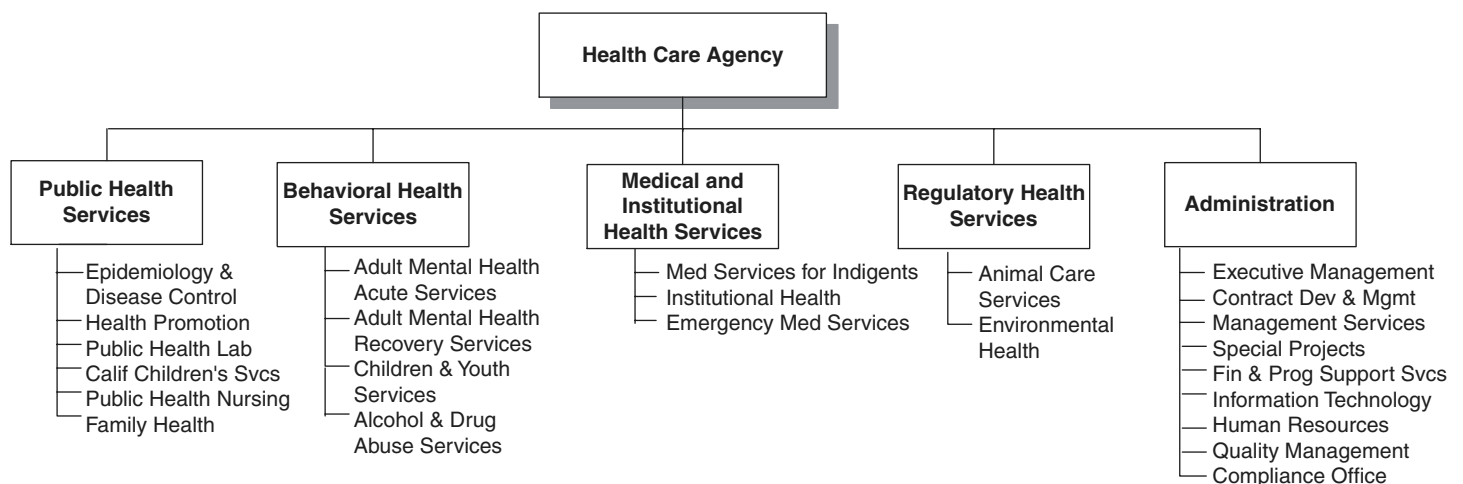
Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>COMMUNICABLE DISEASES - AIDS AND TUBERCULOSIS</b> <b>What:</b> Measures of annual morbidity and mortality rates for AIDS and TB. <b>Why:</b> Both AIDS and TB represent serious threats to public health locally, nationally, and worldwide.	The rate of new cases of AIDS continues a downward trend, as do the number of deaths. The number of persons living with AIDS continues to increase. The rate of new TB cases continues a downward trend. OC reported 248 cases of tuberculosis in 2003, an increase of 8% from 2002.	Continued decrease in the number of new AIDS cases and improved disease management of existing cases. Identify and provide preventive therapy to an estimated 300,000 individuals with latent TB infections.	As of December 2003, 3,099 OC residents were living with AIDS, a 66% increase since 1997. AIDS-related deaths decreased to 1.8 per 100,000 in 2002, down from 4.2 in 1997. While TB cases declined over the past 10 years, case rates remain significantly higher than the Healthy People 2010 objective.
<b>OCEAN AND RECREATIONAL WATER QUALITY</b> <b>What:</b> It is a measure of closures due to bacterial contamination to protect the public from infections. <b>Why:</b> Contaminated ocean water is a threat to the personal and economic health of the community.	The total number of water closures has decreased by 28% between FY 02/03 and FY 03/04.	Reduce & eliminate environmental threats to community health that is associated with unsafe ocean and recreational water. Ongoing water quality efforts include projects to identify sources of bacteria and refine laboratory-testing procedures to provide earlier notice of potential health hazards.	Improvement is also shown by the 68% reduction in number of beach-mile-day closures for FY02/03 and FY03/04. This trend represents a reduction in the size of spills and a decrease in overall loss of beach use to the public.
<b>VIOLENCE AND UNINTENTIONAL INJURY</b> <b>What:</b> A measure of mortality due to such things as falls, drowning, fire, guns, or violence (homicide). <b>Why:</b> Unintentional injuries were leading cause of death for ages 1 to 9 and ages 15 to 34 in 2002.	The rate of preventable loss of life due to unintentional injuries (e.g., motor vehicle crashes, firearms, falls, drowning, suffocation, and fire) has declined over the past decade and OC is near the HP2010 objective.	Maintain and/or work toward achieving HP2010 target objectives for deaths due to unintentional injuries or violence.	In 2002, OC was close to the HP2010 target objective for motor vehicle accident deaths (9.4 vs. 9.2). Similarly, the rate of suicide deaths has declined over the past decade and OC is below rates for both the state and nation and is approaching the HP2010 target.

## FY 2004-05 Key Project Accomplishments:

- In the Summer of 2004, the Health Care Agency worked with the health care community to educate providers about the symptoms of West Nile Virus, coordinate disease surveillance and testing with State health officials, and provide information to the public about WNV prevention.
- In the Fall of 2004, the Public Health Unit of the HCA responded decisively to partner with the health care community for the effective distribution of influenza vaccine in light of a nationwide vaccine shortage.
- In November of 2004, the Agency received a Merit Award as part of the California State Association of Counties Challenge Award Program for its efforts in coordinating the annual Emergency Medical Services (EMS) Week.
- In May of 2005, the Agency was actively involved in the planning and implementation of EMS WEEK 2005, to include the establishment of partnerships with sister Orange Counties located in Florida, New York, North Carolina and Texas to organize and implement a nationwide, simultaneous, Car Seat Inspection.
- HCA continued to enhance its readiness to respond to a possible act of terrorism by increasing laboratory capabilities, demonstrating the ability to conduct mass vaccination clinics, training all Agency employees on emergency management procedures, and performing training exercises in the recently established Agency Operations Center.
- HCA Behavioral Health was the host for the annual statewide conference on cultural competency in health service delivery.

- HCA Behavioral Health partnered with the community in the implementation of the new programs for people of all ages, from the serious problem of hoarding among older adults, to the issue of binge drinking among college students, and the needs of our homeless mentally ill population for supportive housing.
- HCA Behavioral Health submitted its initial "plan to plan" to the State for the Mental Health Services Act, and has received \$600,000 to implement an in-depth planning effort with the broad participation of community partners, consumers, and other stakeholders.
- The Agency has developed a strategic plan for grants acquisition and the document has been shared with many county agencies. An HCA grants team has been developed and has been instrumental in identifying funds for the programs and services of the HCA.
- Over the past fiscal year the Medical Services for Indigents program has reduced days of hospitalization, increased reimbursement to providers, reduced pharmacy costs and improved services to patients.

## Organizational Summary



**Public Health Services** - Monitors the incidence of disease and injury in the community and develops preventive strategies to maintain and improve the health of the public.

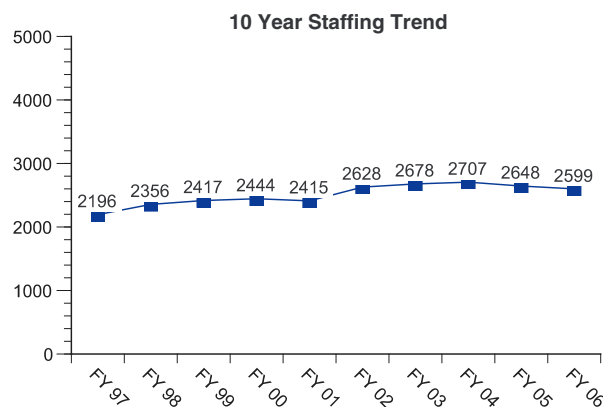
**Behavioral Health Services** - Provides a culturally competent and client-centered system of behavioral health services for all eligible County residents in need of mental health care and/or treatment for alcohol and other drug abuse.

**Medical & Institutional Health Services** - Coordinates emergency medical care, provides medical and behavioral health care to adults and children in institutional settings, and contracts for essential medical services for patients for whom the County is responsible.

**Regulatory Health Services** - Ensures food safety and water quality and protects the public's health and safety from harmful conditions in the environment, from animal-related injury, and from disease and nuisance hazards through the enforcement of health and safety standards.

**Administration** - Promotes and provides for the fiscal and operational integrity of the Agency through sound management principles and practices, and provides support services to Agency programs. Support services include Financial and Administrative Services, Information Technology, Human Resources, Quality Management, and Office of Compliance.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Since FY 1996-97, the number of HCA positions has grown by 403, which averages approximately 2% per year. In FY 2000-01 the number of employees decreased by 29 positions due to restructuring. From FY 2000-01 to FY 2001-02, 213 positions were added. This included 51 positions for the Theo Lacy expansion, 23 for Tobacco Settlement Health Care Priorities, and 20 positions for implementation of State staffing standards for California Children's Services. From FY 2001-02 to FY 2002-03, HCA added 29 positions. These included two positions for Proposition 10 Federal Financial Participation, two positions for HIV/AIDS prevention, ten positions for Public Health Field Nursing services, three positions for Alcohol and Drug Abuse services, eight for Substance Abuse Mental Health Services Administration (SAMHSA), and four for Nutrition Services. Twenty-one positions were added for FY 2002-03 BARs, including 19 positions related to Anti-terrorism and 2 positions for the Methadone Clinic. In the FY 2003-04 budget, 55 positions were deleted to stay within Net County Cost limits. This included 32 positions from Correctional Health due to centralizing medical and mental health services. Also deleted were 16 positions from the TB program, four positions from the Public Health Laboratory, and three positions from Alcohol and Drug Abuse Services. Also in the FY 2003-04 bud-

get, 66 positions were added due to transferring Public Administrator/Public Guardian from the Community Services Agency to the Health Care Agency. Nineteen positions were added for FY 2003-04 BARs including 2 positions for Lab Testing, 6 positions for California Children's Services, 7 positions for Tuberculosis Treatment, and 4 positions for Public Administrator/Public Guardian. In the FY 2004-05 budget, a total of 63 positions are deleted. This includes 29 positions deleted mid-year FY 2003-04 due to the early retirement incentive, 7 long term vacant positions deleted mid-year, one limited term position deleted due to lack of funding, and 27 positions deleted to comply with NCC limits. Four of the deleted positions were restored in the FY 2004-05 Adopted Budget through the augmentation process. For the FY 2005-06 Requested Budget, 20 positions were added mid-year during FY 2004-05. This included 14 positions for Bioterrorism, and 6 positions for Specialized Nursing Services. A total of 69 positions were deleted due to separation of Public Administrator/Public Guardian from the Agency effective 7/1/05.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Costs to prepare for and respond to potential terrorist threats are included in the Requested Budget. Also included in the Requested Budget are: site design costs for the relocation of the Animal Shelter; construction costs for the Watershed and Ocean Monitoring lab; and health priorities funded from Tobacco Settlement Revenue.

### Changes Included in the Recommended Base Budget:

Agency net budget appropriations total \$479.0 million, for an increase of \$8.3 million from the current modified budget for FY 2004-05. Changes in Behavioral Health include initiating planning efforts to implement Proposition 63, the Mental Health Services Act. Implementation is expected to occur during FY 2006-07. In addition, Behavioral Health has implemented a Board directive to discontinue using Net County Cost to provide AB 3632 mental health services to students. Changes in Public Health include assignment of Bioterrorism preparation responsibility to Disease Control

and Epidemiology, and the budgeting of related equipment purchases. Changes in Regulatory Health include budgeting for parking and facility improvements for Animal Care Services. Changes in Medical/Institutional Health include establishing a designated mental health facility in the Intake and Release Center to provide treatment for inmates with acute mental illness. In addition, the Public Administrator/Public Guardian program is separated from the Agency per Board direction on May 3, 2005.

### Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>INCREASE FUNDING FOR MEDICAL SERVICES FOR INDIGENTS (MSI) PROGRAM</b> Amount: \$ 3,000,000	Funding for ER Frequent User Database, Specialty Physician, Disease Mgmt & Non-Hospital Outpatient.	Improve quality & timeliness of patient care & the net reimbursement to healthcare providers.	1911
<b>INCREASE FUNDING FOR MENTAL HEALTH EVALUATION AND TREATMENT SERVICES (ETS)</b> Amount: \$ 1,500,000	Allow moving 225 acute psychiatric adults from ER for mandated assessment & treatment in 24 hr.	The Centralized Assessment Team field assessment would increase from 513 to 875 in FY 05-06.	1943

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Positions	-	2,599	2,599	2,599	0	0.00
Total Revenues	368,563,215	397,291,678	381,266,485	412,802,946	31,536,461	8.27
Total Requirements	435,952,810	472,918,936	454,386,883	478,970,107	24,583,224	5.41
Net County Cost	67,389,595	75,627,258	73,120,398	66,167,161	(6,953,237)	-9.50

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Health Care Agency in the Appendix on page page 499

### Highlights of Key Trends:

- At this time the most significant challenge facing HCA is uncertainty of funding. As of 2000-01, Orange County was \$17 million under equity for Realignment Revenue, HCA's single largest revenue source. Outdated funding formulas do not adequately reflect the demand for services in Orange County. The current level of funding to provide a safety net for health care services to the residents of Orange County is approximately \$60 per capita. This has placed Orange County at 55th out of 58 California counties for per capita expenditures on health services. Orange County health expenditures are

approximately half that of the statewide median. In addition, the slow recovery of the economy is affecting funding levels received at a time when demand for health care services continues to increase. The economy will also affect revenues collected by the State. While voter approval of Proposition 1A provides a measure of protection for local funding sources, decisions made by the Governor and Legislature to balance the State budget could still impact services at the local level. HCA will continue to work with its County and community partners in carrying out services during this uncertain economic period.

### Budget Units Under Agency Control:

No.	Agency Name	Public Health Services	Behavioral Health Services	Medical & Institutional Health Services	Regulatory Health Services	Public Administrator/ Public Guardian	Administration	Total
042	Health Care Agency	118,498,198	201,340,515	116,996,282	34,585,926	0	7,549,186	478,970,107
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	0	0	0	0	0	6,811,114	6,811,114
13S	Emergency Medical Services	0	0	0	0	0	7,408,519	7,408,519
13T	HCA Purpose Restricted Revenues	0	0	0	0	0	1,984,286	1,984,286
13U	HCA Interest Bearing Purpose Restricted Revenue	0	0	0	0	0	100,000	100,000
13W	HCA Realignment	0	0	0	0	0	5,000,000	5,000,000
	<b>Total</b>	<b>118,498,198</b>	<b>201,340,515</b>	<b>116,996,282</b>	<b>34,585,926</b>	<b>0</b>	<b>28,853,105</b>	<b>500,274,026</b>

# 138 - MEDI-CAL ADMIN. ACTIVITIES/TARGETED CASE MGMT.

## Operational Summary

### Description:

This fund is used to account for the federal reimbursement of certain eligible costs for Medi-Cal Administrative Activities and Targeted Case Management activities that are passed through the State to the County and to Community-Based Organizations (CBO's).

### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	9,112,929
Total Recommended FY 2005-2006	6,811,114
Percent of County General Fund:	N/A
Total Employees:	0.00

**Medi-Cal Administrative Activities/Targeted Case** - Monitors the financial transactions of Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) funds.

## Budget Summary

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	7,230,155	14,625,175	10,819,596	6,811,114	(4,008,482)	-37.04
Total Requirements	2,654,399	14,625,175	9,112,929	6,811,114	(2,301,815)	-25.25
Balance	4,575,756	0	1,706,667	0	(1,706,667)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Medi-Cal Admin. Activities/Targeted Case Mgmt. in the Appendix on page page 578

## 13S - EMERGENCY MEDICAL SERVICES

### Operational Summary

#### Description:

This fund is used to account for Emergency Medical Services revenue. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be court fines and State allocations used to pay for emergency medical indigent services.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	6,135,737
Total Recommended FY 2005-2006	7,408,519
Percent of County General Fund:	N/A
Total Employees:	0.00

**Emergency Medical Services** - Accounts for Emergency Medical Services revenues earned by the Health Care Agency that have pending expenditure requirements.

### Budget Summary

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	2,283,154	8,264,946	6,812,810	7,408,519	595,709	8.74
Total Requirements	1,345,231	8,264,946	6,135,737	7,408,519	1,272,782	20.74
Balance	937,924	0	677,073	0	(677,073)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Emergency Medical Services in the Appendix on page page 586



## 13T - HCA PURPOSE RESTRICTED REVENUES

### Operational Summary

#### Description:

This fund is used to account for revenues earned by the Health Care Agency that have pending expenditure requirements. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. Revenues in this fund may include court-ordered fines and penalties, donations, and/or fees.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	3,126,778
Total Recommended FY 2005-2006	1,984,286
Percent of County General Fund:	N/A
Total Employees:	0.00

**HCA Purpose Restricted Revenues** - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

### Budget Summary

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	3,886,590	6,967,187	4,511,064	1,984,286	(2,526,778)	-56.01
Total Requirements	125,447	6,967,187	3,126,778	1,984,286	(1,142,492)	-36.53
Balance	3,761,143	0	1,384,286	0	(1,384,286)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: HCA Purpose Restricted Revenues in the Appendix on page page 587

# 13U - HCA INTEREST BEARING PURPOSE RESTRICTED REVENUE

## Operational Summary

### Description:

This fund is used to account for HCA carryover purpose restricted revenues that are required to be interest bearing. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for mental health services.

### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	0
Total Recommended FY 2005-2006	100,000
Percent of County General Fund:	N/A
Total Employees:	0.00

**HCA Interest Bearing Purpose Restricted Revenue -**  
Accounts for carryover Health Care Agency, Managed Care revenues.

## Budget Summary

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	0	0	10,000,000	100,000	(9,900,000)	-99.00
Total Requirements	0	0	10,000,000	100,000	(9,900,000)	-99.00
Balance	0	0	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: HCA Interest Bearing Purpose Restricted Revenue in the Appendix on page page 588

# 13W - HCA REALIGNMENT

## Operational Summary

### Description:

This fund is used to account for carryover Realignment revenues for the Health Care Agency. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. This fund will be used to account for revenues that have been received, and which have been set aside as a reserve.

### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	0
Total Recommended FY 2005-2006	5,000,000
Percent of County General Fund:	N/A
Total Employees:	0.00

**HCA Realignment** - Accounts for carryover Health Care Agency Realignment revenues.

## Budget Summary

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	0	0	15,000,000	5,000,000	(10,000,000)	-66.66
Total Requirements	0	9,200,000	15,000,000	5,000,000	(10,000,000)	-66.66
Balance	0	(9,200,000)	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: HCA Realignment in the Appendix on page page 589

## 063 - SOCIAL SERVICES AGENCY

### Operational Summary

#### Mission:

The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.

#### Strategic Goals:

- Provide services to help vulnerable adults and children in need to receive health care, food, shelter, and clothing.
- Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.
- Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention, and supportive services.
- Lead and support a shared community responsibility for the prevention of child and adult abuse, and support of families.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>CALWORKS CASES WITH EARNED INCOME</b> <b>What:</b> The percentage of Family Self-Sufficiency CalWORKs cases with earned income. <b>Why:</b> Welfare reform laws stress client self-sufficiency & personal responsibility through employment.	% of CalWORKs cases with mandatory Welfare-To-Work participants reporting earnings was 46%, representing a 15% decrease since the implementation of CalWORKs in FY 97/98. There was a decline in cases with reported earnings in FY 03/04 due to CalWORKs clients reaching the five-year time limits.	To ensure CalWORKs participants are job ready, SSA continues to enhance and expand its services to better serve the changing needs of its participants. The services target behavioral health, domestic abuse, drug & alcohol abuse, learning disabilities, public health, and child well-being.	Large numbers of employed recipients have gone off aid due to becoming self-sufficient or reaching their time limit. In addition to meeting employment/child well-being needs, SSA is expanding the program & services to include additional Welfare-To-Work activities.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	382,090,400
Total Recommended FY 2005-2006	409,324,699
Percent of County General Fund:	15.72%
Total Employees:	3,986.00

## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>MEDI-CAL COVERAGE</b> <b>What:</b> Average monthly persons served who have Medi-Cal coverage only. <b>Why:</b> Monitoring persons served by this program alerts us to the medical requirements of needy families.	The monthly average no. of persons with Medi-Cal coverage was 247,663, representing an increase of 16,296 people compared to FY 02/03 (the number excludes those receiving Medi-Cal under CalWORKs, Refugee Cash Assistance, Foster Care, In-Home Supportive Services, and Supplemental Security Income).	SSA continues to improve its strategies aimed at increasing participation via outstationed staff at caseload-justified locations & Family Resource Centers, advertising health services, and partnering with other agencies, such as Office on Aging, CalOPTIMA, and HCA. SSA projects a 7% annual increase.	Enrollment numbers increased by 7% due to regulation changes and outreach efforts, and continued increases in enrollment are expected for next year. This increase could be mitigated by implementing additional Performance Standards and via a potential redesign of the Medi-Cal program.
<b>ADOPTIVE HOME PLACEMENTS</b> <b>What:</b> The number of children adopted in the County of Orange. <b>Why:</b> Placements give children permanency & stability in family environments free from abuse and neglect.	The no. of adoptive placements declined by 17% from FY 03/04 due to the Agency increasing its efforts to finalize pending adoptions from FY 02/03. The decline also reflects an ongoing decrease in the no. of children in foster care as well as in the no. of available families for adoptive placement.	The adoptions program continues to maximize staff resources by strengthening liaisons with partner agencies, improving collaboration within our agency, and enhancing staff specialization. Innovative programs such as Wraparound are anticipated to reduce the no. of children requiring out-of-home care.	The no. of adoptive placements declined by 17% from FY 03/04 due to SSA finalizing pending adoptions from 02/03. To maximize productivity with reduced staffing resources, the adoptions program continues to collaborate with private agencies that assist with the completion of caretaker home studies.
<b>ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY</b> <b>What:</b> This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders. <b>Why:</b> Reports of elder abuse and financial exploitation are increasing.	In FY 03/04 \$19,712,474 in assets were protected or recovered, representing 98.6% of our goal.	Adult Services & Assistance Programs Division will maintain current service levels and focus on practices which have proven successful in protecting and recovering assets. We expect to be able to protect/recover approximately \$20,000,000 in assets for abused/exploited elder and dependent adults.	Working with the County of Orange Public Guardian's office, we are able to protect many victims of financial abuse, protecting/recovering about \$20 million dollars annually. We also emphasize prevention by partnering with the Financial Abuse Specialist Team and the Elder Abuse Prevention Coalition.

## FY 2004-05 Key Project Accomplishments:

- The Agency provides quality social services to the Orange County community through its responsiveness to community needs and its commitment to collaboration, continued technology enhancements, a strengthened workforce, fiscal responsibility, and innovation. The leadership and dedication of staff ensures success in administering complex programs, accomplishing special projects, and ultimately achieving Agency goals. The following provides a brief summary of accomplishments related to the implementation of the 2004/05 Business Plan.
- Goal # 1
- Provide services to help vulnerable adults and children in need to receive health care, food, shelter, and clothing.

- 1. Quarterly Reporting/Prospective Budgeting for Food Stamps and CalWORKs benefits was successfully implemented in April 2004 and all cases were converted during the month of March. Training was provided for appropriate SSA staff, community organizations, and clients. An automated budget was created by SSA Information Technology staff based on Food Stamps and CalWORKs program requirements.
- 2. Orange County's Food Stamp accuracy rate for the period of October 2003 to June 2004 was 98.41%, a significant improvement over the previous time period. Strategies to improve the accuracy rate included: reinstating the Food Stamp Survey; implementing Quarterly Reporting/Prospective Budgeting; continuing focused case reviews; and, implementing Rushmore Quality Control training for Program Integrity and other designated staff.
- 3. The Family Self-Sufficiency and Children and Family Services divisions improved collaboration and coordinated services on mutual clients through the development and implementation of the CalWORKs Structured Decision Making Risk Assessment Tool which identifies CalWORKs clients in need of child abuse prevention services, the attendance of CalWORKs staff at CFS Team Decision Making meetings, and the co-location of Children and Family Services Voluntary Family Services staff in the south CalWORKs office.
- 4. Family Self-Sufficiency staff collaborated with the County's Child Support Services Department, Housing and Community Services Department, Health Care Agency, and the District Attorney. For-profit and non-profit collaborations were also strengthened, these partners included Affiliated Computer Systems, Foster Assessment, MAXIMUS, Santa Ana Workforce Investment Board (WIB), Anaheim WIB, Catholic Charities, and the Episcopal Service Alliance.
- 5. Medi-Cal Mid Year Status Reporting was implemented successfully during January 2004. The 2004 Performance Standards report sent to the State Department of Health Services on February 5, 2004 reflected a 96.83% compliance rate on general applications; 100% on disability based applications; and 98.53% on reinvestigations completed within 60 days.
- 6. Children and Family Services staff continued to identify and refer eligible clients for CalWORKs Supportive Services. Since there were initially only 12 referrals made, the Mutual Clients Workgroup met with Team Decision Making staff and drafted a new procedure for referrals. Requests for continuation of services for Family Reunification families will now come from the TDM meetings.
- 7. Adult Services continues to operate the Multipurpose Senior Services Program as it expands to the maximum contract level.
- 8. Transitional Food Stamps were implemented in January 2004 and average about 250 to 300 cases per month. The Case Data System operational and tracking processes continued to be modified.
- Goal #2 Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.
- 1. The Employment Support and Retention Services program continued to deliver the prioritized services to remove barriers to Welfare-to-Work (WTW) participation. Contractor provided data indicates that 73% participants continued to be employed after 90 days, 71% after 180 days, and 70% received an increase in earnings after a year. The WTW participation rate is identified at 77.6% for this federal fiscal year. The subcontractor provided data indicated that 53.4% participants received basic needs services; 27.2% received housing; 11.5% transportation assistance; and 7.2% clothing.
- 2. The CalWORKs Case Management Best Practices Committee continued to meet monthly. A work participation survey was completed, recommendations made, and priorities are being established based on that effort.
- 3. SSA continued to coordinate services and provide program, resource, and benefit information to asylees, refugees, and victims of trafficking to facilitate their acculturation and transition to self-sufficiency. For the period October 1, 2003 to June 30, 2004, 34 asylees, 166 refugees, and 12 trafficking victims were served.

- 4. SSA maximized the usage of several service contracts, such as the Vocational Assessment and Independent Living Coaches contracts for assisting WTW participants and Independent Living Program (ILP) youth. Participants received Vocational Assessments, as appropriate, which are used to support the WTW and ILP Plan and identify barriers to self-sufficiency. Independent Living Coaches helped connect 190 emancipating youth to resources and support in the community.
- Goal #3
- Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention, and supportive services.
- 1. SSA continued to collaborate with County and community partners to develop opportunities for leveraging Medi-Cal and Foster Care Title IV-E funding to maximize resources for the purposes of enhancing services for clients. A reduction in the provision of educational services to foster youth was avoided due to the leveraging of Orange County Department of Education funds and \$100,000 in Title IV-E funds. Child abuse prevention and intervention services will be strengthened through leveraging of Health Care Agency funds and Title IV-E funds for the Child Abuse Services Team (CAST) Medical Director and Nurses to providing training to Children and Family Services staff. An internal SSA workgroup formed, reviewed statistics, and continues to evaluate the agency's participation with Title IV-E waiver project.
- 2. SSA funded nine Family Resource Centers that serve eleven Orange County communities. Each Family Resource Center is a family-friendly, community-based site that provides access to prevention and treatment services related to a family's educational, social, and health services needs. Funding, in excess of \$2.2 million, which includes grants from the Governor's Office of Emergency Services, Promoting Safe and Stable Families, and Children's Trust Fund supported program operation and services costs.
- 3. The State mandated Orange County Child Welfare Services Self Assessment included extensive community and stakeholder input, which was obtained from the Orange County Planning Council members. Over 45 Social Services and Probation stakeholders provided information. Social Services and Probation staff and caregiver forums as well as distribution of over 600 surveys to caregivers provided additional information. The CWS Self Assessment Report was submitted to the State June 30, 2004. The required System Improvement Plans (SIP) were completed, approved by the Board of Supervisors on September 28, 2004, and submitted to the State on September 30, 2004. Recommendations centered around two Children and Family Services goals regarding family reunification and placements and one Probation goal focused on housing for emancipating youth. Social worker/client contact frequencies continue to increase, exceeding the State standard of 90% or higher with Orange County compliance ranging from 94.1% to the most recent 97.1% compliance for the fourth quarter report. The use of leveraged Title IV-E waiver funds has resulted in approximately 300 children being diverted from more costly congregate care settings. General neglect referrals have been diverted to Voluntary Family Services to improve resource management and provide services specific to client need. Finally, over 500 Team Decision Making meetings were conducted, which supported strengthening and reunifying families as a result of multidisciplinary service delivery.
- 4. Children and Family Services staff improved the social behaviors of youth in Orangewood Children's Home (OCH) through the successful implementation of the Orangewood Active Teaching Therapeutic Approach (O.A.T.T.A.). OCH Cottage staff now provide corrective teaching tied to school performance/behavior and based on input from teachers. Youth are removed from the classrooms less frequently, and the number of youth requiring enhanced supervision as well as the number of special incident reports has decreased by 10%. With this accomplishment and termination of the Father Flannigan's Girls and Boys Town contract, Orangewood staff has assumed responsibility for on going training and implementation of the program.
- 5. The Children and Family Services division begun implementation of Family to Family, a model of service delivery aligned with Federal and State law. The core strategies of the model are: recruiting, training, and supporting resource families; building community partnerships to share the work of child abuse prevention and intervention at the neighborhood level; and, making decisions critical to the life of a child as a team using data to drive policy and practice. SSA staff increased community participation in all aspects of their work, through the use of Community Forums and monthly



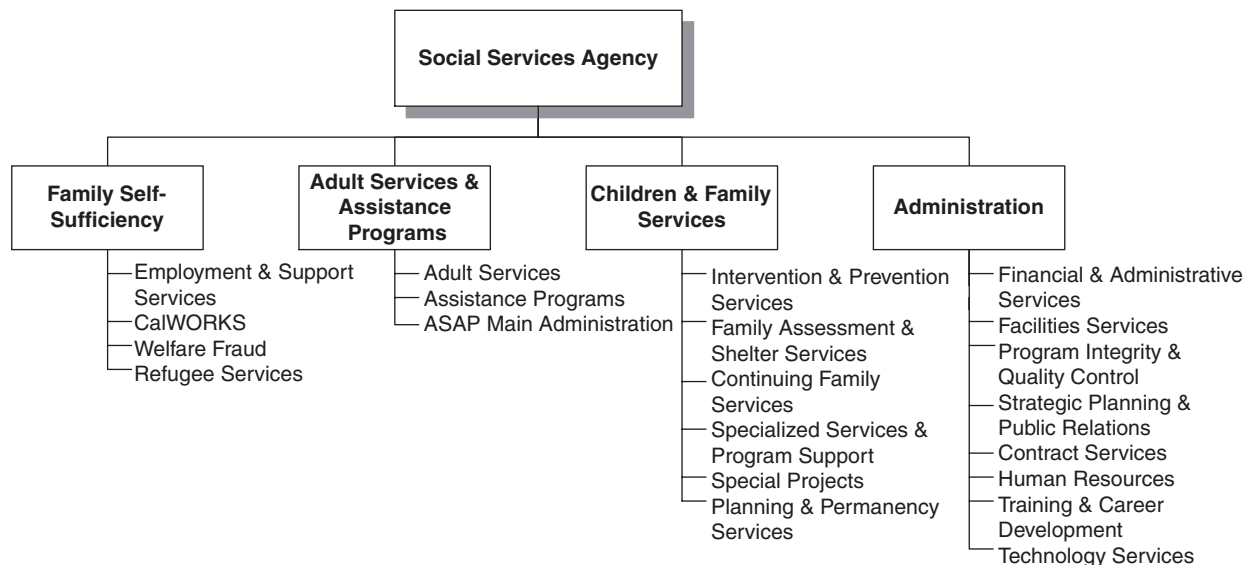
strategy team meetings; implementation of Team Decision Making meetings; development of targeted resource family recruitment in the city of Santa Ana; and the sharing of outcome data with staff and the public via publication on the Family to Family website.

- 6. The CalWORKs Multidisciplinary Team was expanded to include participation by Children and Family Services and Family Self-Sufficiency staff in both CalWORKs and Team Decision Making meetings. CalWORKs program staff attends Family to Family, Team Decision Making and Strength Based Practices sessions to increase social work skills and understand child welfare services priorities.
- 7. The Adult Protective Services unit provided consultation services to the District Attorney, through weekly meetings of the Elder Abuse Forensic Center, which assists the DA in filing charges in elder and dependent adult abuse cases. The District Attorney filed charges on 26 cases of felony elder abuse through September 2004.
- Goal #4 Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.
- 1. The Agency successfully recruited community organizations and SSA caseworkers to participate in the Community Partnership Program. Participating social workers are matched with organizations that will assist in providing essential resources to families in need. Resources provided include emergency food, diapers, and household items. The Community Action Partners of Orange County continued to provide a pick-up/delivery service of donations.
- 2. SB 493, the legislation requiring Medi-Cal outreach to Food Stamp applicants and recipients, was successfully implemented for intake cases in December 2003 and for recertification cases in January 2004. Outreach at the Armories, Family Resource Centers, County Islands, and with the mobile van continued. A new outreach project with the Community Action Partnership of Orange County (CAPOC) was implemented at the Corbin, El Modena, and Anaheim Independencia Family Resource Centers. This project involved CAPOC staff prequalifying applicants for Food Stamps. Collaborative meetings continued with the Hospital Association of Southern California and others, including the Family Resource Centers, for the purpose of maximizing staff usage at outstationed facilities.
- 3. The Office of Strategic Planning & Public Relations conducted 11 volunteer orientation and training sessions during fiscal year 2003-2004. As of September 30, 2004, 192 potential volunteers had attended the Volunteer Orientation Meetings during 2004.
- 4. Children and Family Services made advances in child abuse prevention and identification by partnering with Orange County Health Care Agency and Children and Families Commission. Funding for the Child Abuse Registry was developed to support a Medical Director and Nurse Practitioner. The Health Care Agency hired a Comprehensive Care Nurse Practitioner II in November 2004, and the University of California, Irvine begun coordinating the recruitment efforts for the Medical Director position.
- 5. Children and Family Services staff collaborated with the Children and Families Commission of Orange County in the development and support of community child abuse prevention and family support initiatives. SSA and the Children and Families Commission of Orange County entered into an agreement to loan an SSA Senior Program Manager to the Commission to develop programs of mutual benefit to the clients of both agencies.
- 6. Adult Protective Services staff met each month throughout the year with experts from multidisciplinary teams to consult on difficult adult abuse cases. These multidisciplinary case conferences include: Financial Abuse Specialist Team (FAST); Adult Protective Services Multidisciplinary Team (MDT); and the Vulnerable Adults Specialist Team (VAST).
- 7. The Agency continued to plan for the smooth implementation of CalWIN. SSA has been testing preliminary business processes in the CalWIN Training environment since April 2004 and successfully upgraded to version 6.0 in June 2004. Orange County's implementation date was rescheduled to February of 2006.
- 8. Children and Family Services offered Family Group Decision Making conferences earlier to identify family strengths and challenges and family supports for addressing key familial issues.



9. The community was engaged through the Emancipation Planning Conferences to develop a support network for emancipating foster youth. All Emancipation Planning Conferences (EPC) are now handled by Emancipation Services Program staff. This allows for greater flexibility in the scheduling of the sessions to accommodate the participation of the youth's family members and other supportive adults. Twenty-three Emancipation Planning Conferences have been held to date. The EPCs are also used as venues for exploring the possibility of engaging Wraparound services and/or other placement resources to enhance long-term planning with the youth.

## Organizational Summary



**Family Self-Sufficiency (FSS) - CalWORKs** - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

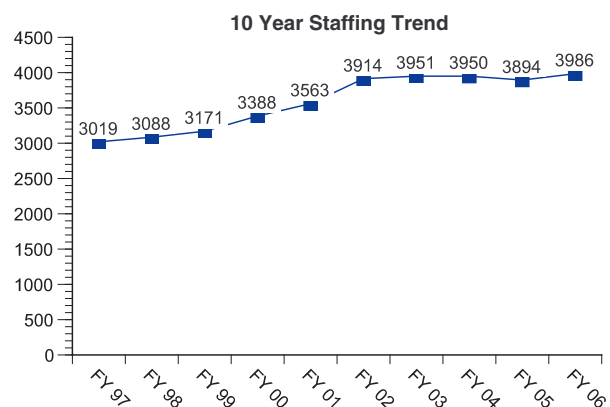
**Adult Services & Assistance Programs** - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

**Children & Family Services** - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

**Director** - Supports the goals of the agency by directing all agency programs and operations.

**Administration** - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal and facility management, human resources, accounting, systems, training, research, contract services, strategic planning, legislative analysis, and program integrity functions.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- SSA staffing levels have increased to present level due to meeting state standards in the Medi-Cal and IHSS programs.
- SSA staffing levels have decreased from FY 02/03 to FY 04/05 due to deletion of long term vacant positions and an early retirement incentive offered in FY 02/03.
- SSA staffing levels increased from FY 97/98 to FY 01/02 due to the following:
  - Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multipurpose Senior Services, Foster Care, Child Welfare Services Caseload Growth
- Governor's Adoptions Initiative
- County Restructuring
- Welfare Reform
- Orangewood Children's Home (AB 1197)
- Technology Support for Mandated Systems
- Placement Resources and Support
- Transfer of Multipurpose Senior Services Program from CSA
- Independent Living Program
- Child Welfare Services Workload Relief
- Transfer of Welfare Fraud Investigation Staff from District Attorney
- Transfer of Proposition 10 positions to SSA

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

SSA has developed strategic priorities plans for Child Welfare Services, Food Stamp Fiscal Sanction, In-Home Supportive Services, Public Authority, and Wage Increase and Caseload. Key strategies for FY 05/06 include:

Continue Food Stamp improvement processes to ensure clients receive correct benefits and performance accuracy levels are maintained within State and Federal tolerance levels; Expand coordination between child welfare services and family self-sufficiency program operations by proactively addressing child safety and well-being issues for CalWORKs participants;

Ensure that Medi-Cal applications, eligibility determinations, reinvestigations, and Medi-Cal Eligibility Data Systems (MEDS) worker alerts are processed within State mandated performance standards; Maximize the use of the current Transitional Housing Placement Program (THPP) by collaborating with community-based organizations and participating in the statewide THPP Strategy Team to develop post dependency housing for emancipated youths;

Enhance collaboration with county and community partners to develop opportunities to leverage Medi-Cal and Foster Care Title IV-E funding and maximize resources for the purposes of enhancing services for clients; Implement the System Improvement Plan, which was approved by the Board of Supervisors on September 29, 2004, to meet or exceed the mandatory outcome measurements of the Adoption and Safe Families Act and the California Child and Family Services review;

Implement the IHSS Plus Medi-Cal waiver and meet monthly with IHSS management staff from other counties and analysts from the California Department of Social Services (CDSS), to develop procedures and protocols for case reviews; uniform assessments; compliance with eligibility standards and case processing timeframes; fraud identification and prevention; overpayment collection; and staff training to comply with new mandates; and, Continue the Community Partnership Program to identify, recruit, and enroll local organizations to assist SSA caseworkers in providing essential resources to families, especially CalWORKs participants working towards employment and self-sufficiency.

### Changes Included in the Recommended Base Budget:

The following are significant changes in the FY 05/06 base budget requirements, funding, and augmentation requests:

**Retirement Cost Increase** - Due to increased retirement contribution requirements and the Board's adoption of the retirement enhancement plan, SSA has budgeted an increased cost of just under \$7 million for retirement rate increases and the payout of benefit time to nearly 300 employees projected to retire. The increased funding amount is being offset by a partial reallocation of the projected Foster Care Payment NCC savings of \$5 million and a NCC cost avoidance of \$2 million associated with holding non-revenue generating positions vacant as staff retire.

**Salary and Employee Benefit Cost Increases** - Due to unavoidable Worker's Compensation and negotiated salary increases, SSA has budgeted \$1 million in additional Salary and Employee Benefit expenditures. The increased funding amount is being offset by the partial reallocation of the projected Foster Care Payment NCC savings of \$1 million.

**CalWIN Implementation Support** - All California counties are mandated to participate in a Statewide Automated Welfare System for supporting eligibility determination, benefit calculation, case management tracking, client correspondence issuance, and report generation for CalWORKs, Medi-Cal, Food Stamps, Foster Care, Refugee Cash Assistance, Cash Assistance Program for Immigrants, and General Relief Programs. Orange County is one of 18 counties that make up the Welfare Client Data System (WCDS) Consortium that have developed the California Welfare Integrated Network (CalWIN) system.

Orange County is scheduled to implement CalWIN in February 2006, which will be used by approximately 2,800 SSA employees and includes converting data for over 400,000 clients from the current Case Data System (CDS). Orange County will be at risk for fiscal sanctions in the event the conversion/implementation results in increased error rates for Food Stamps and non-compliance with Medi-Cal performance standards.

If Orange County exceeds the national error tolerance for Food Stamps as a result of CalWIN implementation, SSA must repay all federal benefits issued in error. Non-compliance with Medi-Cal performance standards and/or inappropriate processing of quarterly MEDS reconciliation reports, could each result in a 2% fiscal sanction, which collectively represents an exposure to paying \$3.4 million in fiscal penalties.

To support successful implementation of CalWIN, SSA has budgeted approximately \$6.2 million to support a combination of staffing resources, overtime, and facility and information technology enhancements. This budgeted expenditure is significantly less than what other counties have budgeted, such as Sacramento County, which is currently implementing CalWIN and has budgeted an additional \$6 million in overtime alone. The budgeted funding amount is offset by \$3.2 million in earned CalWORKs Performance Incentives held in State trust and \$3 million in 14T funds.

A separate augmentation request of just over \$4.2 million is requested to meet the total need for successfully implementing CalWIN and avoid fiscal penalties. This additional funding is required to cover the remaining one-time costs related to facilities infrastructure alterations, information technology modifications, overtime, and hiring of limited term staff.

## Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>ADD 50 LIMITED-TERM (1-YR) POSITIONS &amp; FUNDING FOR IMPLEMENTING STATEWIDE AUTOMATED WELFARE SYSTEM</b> Amount: \$ 4,249,950	In order to fulfill this Federal and State mandated system implementation, SSA requests \$4,249,590.	Intense case reviews, with a focus on specific CalWIN elements, will be conducted.	477
<b>ADD 1 SR SOCIAL WORKER, 1 SR SOCIAL SERVICES SUPERVISOR &amp; 1 STAFF SPECIALIST FOR WRAPAROUND PROGRAMS</b> Amount: \$ 217,066	Additional staffing is needed to support caseload growth in the Wraparound Program.	In 2004, there were 140 children per month served, and it is anticipated to increase to 250 in 2005.	1728

## Requested Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	Brass Ser.
<b>ADD 1 PROGRAM MANAGER I &amp; 1 SECRETARY I FOR PLACEMENT COORDINATION DIVISION</b> <b>Amount:\$ 150,987</b>	Due to the efforts to place children in family settings, this program requires additional staffing.	SSA plan to place approximately 2100 youths during FY 205-2006.	1731

## Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Positions	-	3,986	3,986	3,986	0	0.00
Total Revenues	355,214,003	379,417,214	356,444,900	377,640,729	21,195,829	5.94
Total Requirements	370,671,288	405,062,714	385,880,216	409,324,699	23,444,483	6.07
Net County Cost	15,457,285	25,645,500	29,435,316	31,683,970	2,248,654	7.63

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page page 523

## Highlights of Key Trends:

- The Social Services Agency (SSA) is the largest County of Orange agency with over 3,900 dedicated and hard working employees. The Social Services Agency administers Federal, State, and County social service programs that protect children and adults from abuse or neglect, enable the frail and disabled to remain in their homes rather than being institutionalized, move eligible families from dependency to self-sufficiency, and provide program benefits for eligible CalWORKs, Food Stamps, Refugee, General Relief, and Medi-Cal recipients.
- SSA assists one out of every nine Orange County residents, from newly born to elderly. The services SSA provides impact the health, safety, and well-being of children, disabled adults, seniors, and families. It is our intent - as set forth in our Mission, Vision, and Goals detailed in this Business Plan - to positively impact the individuals we serve and support them in enjoying a safe and supportive environment that promotes stability and self-reliance.
- To measure progress toward the achievement of our Vision, Mission, and Goals, SSA has refined its Key Outcome Indicators to include the following:
  - CalWORKs Families with Earned Income
  - Individuals with Medi-Cal Coverage Only Adoptive Home Permanency Placements
  - Adult Protective Services Financial Abuse Protection and Recovery
  - SSA was successful in accomplishing the Strategies set forth in the 2004 Business Plan. SSA's success is determined through a combination of factors including learning how to better serve our clients, determining which business practices are the most efficient and effective, and identifying how the agency's efforts have contributed to improved client outcomes. Highlights of the agency's accomplishments include for FY 03/04:
    - Quarterly Reporting/Prospective Budgeting for Food Stamps and CalWORKs benefits was successfully implemented in April 2004 and all cases were converted during the month of March; Orange County's Food Stamp accuracy rate for the period of October 2003 to June 2004 was 98.41%, a significant improvement over the previous time period;
    - The Family Self-Sufficiency and Children and Family Services divisions improved collaboration and coordinated services on mutual clients through the development and implementation of the CalWORKs Structured Decision Making Risk Assessment Tool; The Employment Support and Retention Services program continued to deliver the prioritized services to remove barriers to Welfare-to-Work (WTW) participation;

- SSA funded nine Family Resource Centers that serve eleven Orange County communities; Children and Family Services staff improved the social behaviors of youth in Orangewood Children's Home through the successful implementation of the Orangewood Active Teaching Therapeutic Approach
- SB 493, the legislation requiring Medi-Cal outreach to Food Stamp applicants and recipients, was successfully implemented for intake cases in December 2003 and for recertification cases in January 2004; and, Adult Protective Services staff met each month throughout the year with experts from multidisciplinary teams to consult on difficult adult abuse cases.

### Budget Units Under Agency Control:

No.	Agency Name	Family Self-Sufficiency (FSS) - CalWORKs	Adult Services & Assistance Programs	Children & Family Services	Administration	Director	Total
063	Social Services Agency	116,480,656	91,450,289	134,122,579	66,593,871	667,304	409,324,699
064	In-Home Supportive Services Provider Payments	0	23,186,906	0	0		23,186,906
065	CalWORKs Family Group / Unemployed Parents	0	0	0	110,189,566		110,189,566
066	Aid to Families with Dependent Children - Foster Care	0	0	112,810,665	0		112,810,665
067	Aid to Refugees	0	228,324	0	0		228,324
068	Case Data System	0	0	0	0		0
069	General Relief	0	1,204,779	0	0		1,204,779
14T	Facilities Development and Maintenance	6,774,544	0	0	0		6,774,544
590	In-Home Supportive Services Public Authority	0	754,730	0	0		754,730
	Total	123,255,200	116,825,028	246,933,244	176,783,437	667,304	664,464,213

## 064 - IN-HOME SUPPORTIVE SERVICES PROVIDER PAYMENTS

### Operational Summary

#### Description:

This new fund was established to budget and account for the In-Home Supportive Services individual provider costs.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	0
Total Recommended FY 2005-2006	23,186,906
Percent of County General Fund:	0.89%
Total Employees:	0.00

**In-Home Supportive Services Provider Payments** - ENter Activity Description here...

### Budget Summary

#### Changes Included in the Recommended Base Budget:

SSA has budgeted a total County cost share amount of \$17.7 million to maintain the \$8.60 provider wage and benefit cost with the State participating in full wages and benefit cost. This funding amount is offset by \$10.3 million in realignment revenue, which reflects a 5% increase in the proration of SSA's total realignment funds to IHSS, a partial reallocation of \$4.6 million in AFDC Foster Care Payment NCC savings, and \$2.8 million in 14T funds.

### Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>INCREASE APPROPRIATIONS FOR IN-HOME SUPPORTIVE SERVICES PROVIDER WAGES</b> <b>Amount:\$ 6,773,461</b>	This will provide funding to support the current wages and benefits if the State match is reduced.	Maintain the current level of wages and benefits to the IHSS providers as provided in the contract.	1732

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	0	0	0	18,615,308	18,615,308	0.00
Total Requirements	0	0	0	23,186,906	23,186,906	0.00
Net County Cost	0	0	0	4,571,598	4,571,598	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services Provider Payments in the Appendix on page page 526

### Highlights of Key Trends:

- Caseloads are projected to increase over FY 04/05 levels.

## 065 - CALWORKS FAMILY GROUP / UNEMPLOYED PARENTS

### Operational Summary

#### Description:

This program provides financial assistance to families with dependent children when one of the parents is absent from the home, incapacitated, or when the principal wage earning parent is unemployed and program and income eligibility requirements are met.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	111,090,893
Total Recommended FY 2005-2006	110,189,566
Percent of County General Fund:	4.23%
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Recommended Base Budget:

CalWORKs caseloads are projected to be level with FY 04/05. No assumption of grant reduction is included.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	109,474,541	106,101,944	108,313,620	107,434,817	(878,803)	-0.81
Total Requirements	111,659,589	108,822,507	111,090,893	110,189,566	(901,327)	-0.81
Net County Cost	2,185,048	2,720,563	2,777,273	2,754,749	(22,524)	-0.81

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: CalWorks Family Group / Unemployed Parents in the Appendix on page page 527

### Highlights of Key Trends:

- CalWORKs caseloads are projected to be level with FY 04/05.



## 066 - AID TO FAMILIES WITH DEPENDENT CHILDREN - FOSTER CARE

### Operational Summary

#### Description:

This program pays for the care and supervision of children in foster care. Such placements may be voluntary but are primarily in situations of dependency or ward status. This budget also includes the Adoption Assistance Program, Wraparound Program, placement costs for seriously emotionally disturbed children, and special services for medically needy children.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	106,674,987
Total Recommended FY 2005-2006	112,810,665
Percent of County General Fund:	4.33%
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Recommended Base Budget:

Caseloads are projected to be fairly level with FY 04/05 projected caseloads with the exception of Adoption Assistance and Wraparound programs which are projected to continue to increase. This budget assumes no cost of living adjustment consistent with the Governor's budget.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	89,372,756	96,612,076	89,214,204	95,816,835	6,602,631	7.40
Total Requirements	111,183,342	124,250,160	106,651,844	112,810,665	6,158,821	5.77
Net County Cost	21,810,585	27,638,084	17,437,640	16,993,830	(443,810)	-2.54

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Aid to Families with Dependent Children - Foster Care in the Appendix on page page 528

### Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 04/05 projected caseloads with the exception of Adoption Assistance and Wraparound programs which are projected to continue to increase.



## 067 - AID TO REFUGEES

### Operational Summary

#### Description:

This program provides financial assistance to recipients eligible under Refugee Cash Assistance (RCA).

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	222,920
Total Recommended FY 2005-2006	228,324
Percent of County General Fund:	0.00%
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Recommended Base Budget:

Caseloads are projected to be fairly level with FY 04/05.

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	231,902	317,373	222,920	228,324	5,404	2.42
Total Requirements	235,506	317,373	222,920	228,324	5,404	2.42
Net County Cost	3,604	0	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Aid to Refugees in the Appendix on page page 529

#### Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 04/05.

## 068 - CASE DATA SYSTEM

### Operational Summary

### Budget Summary

#### Description:

As part of the Case Data/GIS System, this is a "clearing account" for processing public assistance payments (aid payments) as well as payments for CalWORKs supportive services and child support pass-on/disregards. The appropriations are fully offset by cost application to the aid payments agencies (Agencies 065, 066, 067, 069) and Social Services Operations (Agency 063) for CalWORKs.

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Requirements	0	0	0	0	0	0.00
Net County Cost	0	0	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Case Data System in the Appendix on page page 530

## 069 - GENERAL RELIEF

### Operational Summary

#### Description:

This program provides financial assistance to those persons who are ineligible for any federal or state programs which provide cash assistance. It is largely an emergency assistance program when other resources are not available to meet the needs of the applicant(s).

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	1,011,167
Total Recommended FY 2005-2006	1,204,779
Percent of County General Fund:	0.04%
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Recommended Base Budget:

Caseloads are projected to be fairly level with FY 04/05.

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	972,642	860,200	904,161	788,161	(116,000)	-12.82
Total Requirements	909,652	1,276,818	1,011,167	1,204,779	193,612	19.14
Net County Cost	(62,990)	416,618	107,006	416,618	309,612	289.34

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: General Relief in the Appendix on page page 531

#### Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 04/05.

## 14T - FACILITIES DEVELOPMENT AND MAINTENANCE

### Operational Summary

#### Description:

This fund was established to budget and account for facilities projects approved in the County's Strategic Financial plan.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	2,131,399
Total Recommended FY 2005-2006	6,744,544
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

SSA established the Facilities Development and Maintenance Fund (14T) to budget and account for facilities projects approved in the County's Strategic Financial Plan.

#### Changes Included in the Recommended Base Budget:

CalWIN Implementation Support-All California counties are mandated to participate in a Statewide Automated Welfare System for supporting eligibility determination, benefit calculation, case management tracking, client correspondence issuance, and report generation for the CalWORKs, Medi-Cal, Food Stamps, Foster Care, Refugee Cash Assistance, Cash Assistance Program for Immigrants, and General Relief programs. Orange County is one of 18 counties that make up the Welfare Client Data System (WCDS) Consortium and have developed the California Welfare Integrated Network (CalWIN) system.

Orange County is scheduled to implement CalWIN in February 2006, which will be used by approximately 2,800 SSA employees and include converting data for over 400,000 clients from the current Case Data System (CDS). Orange County will be at risk for fiscal sanctions in the event the conversion/implementation results in increased error rates for Food Stamps and non-compliance with Medi-Cal performance standards.

If Orange County exceeds the national error tolerance for Food Stamps as a result of CalWIN implementation, SSA must repay all federal benefits issued in error. Non-compliance with Medi-Cal performance standards and/or inappropriate processing of quarterly MEDS reconciliation reports, could each result in a 2% fiscal sanction, which collectively represents an exposure to paying \$3.4 million in fiscal penalties.

To support successful implementation of CalWIN, SSA has budgeted approximately \$3 million in 14T funds to partially support a combination of staffing resources, overtime, and facility and information technology enhancements. The remaining offsetting funds are budgeted in 063 in an amount of \$3.2 million and come from earned CalWORKs Performance Incentives held in State trust.

Ongoing Funding for IHSS Provider Payments - SSA has budgeted a total County cost share amount of \$17.7 million to maintain the \$8.60 provider wage and benefit cost with the State participating in full wages and benefit cost. This funding amount is offset by \$10.3 million in realignment revenue, which reflects a 5% increase in the proration of SSA's total realignment funds to IHSS, a partial reallocation of \$4.6 million in AFDC Foster Care Payment NCC savings, and \$2.8 million in 14T funds.

## Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Projected Percent
Total Revenues	14,675,583	9,147,569	9,369,672	6,774,544	(2,595,128)	-27.69
Total Requirements	6,100,066	9,147,569	2,665,429	6,774,544	4,109,115	154.16
Balance	8,575,517	0	6,704,244	0	(6,704,244)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Facilities Development and Maintenance in the Appendix on page page 608

## Highlights of Key Trends:

- The SSA Facilities Development and Maintenance Fund (14T) will be nearly depleted at the end of FY 2005-06. Approximately \$5.9 million in revenue from this fund has been included in the SSA Budget to support \$3 mil-

lion in one-time costs related to CalWIN implementation; \$2.8 million in ongoing costs related to IHSS provider payments; and just under \$90,000 in ongoing IHSS Public Authority cost.

## 590 - IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

### Operational Summary

#### Description:

This fund was established to budget and account for the In-Home Supportive Services Public Authority administration costs.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	554,028
Total Recommended FY 2005-2006	754,730
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

SSA established the In-Home Supportive Services (IHSS) fund (590) to budget and account for the administration costs of the IHSS Public Authority.

#### Changes Included in the Recommended Base Budget:

Fund 590 includes funds to cover the administration costs of the In-Home Supportive Services Public Authority.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	618,056	1,014,184	823,685	754,730	(68,955)	-8.37
Total Requirements	460,771	1,014,184	554,528	754,730	200,202	36.10
Balance	157,286	0	269,157	0	(269,157)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services Public Authority in the Appendix on page page 748

# 13N - ORANGE COUNTY TOBACCO SETTLEMENT

## Operational Summary

### Description:

To administer the use of the County's share of the national Tobacco Settlement in accordance with the conditions set forth in a local initiative, Measure "H", approved by the voters on November 7, 2000.

On November 23, 1998 the major American cigarette manufacturers agreed to a settlement (Master Settlement Agreement, MSA) of litigation brought by the Attorneys General of 46 States (including California), five U.S. territories and the District of Columbia. In addition to restrictions related to cigarette advertising and underage smoking, the MSA requires that the tobacco companies pay the participants an estimated \$206 Billion over the next 25 years. After certain adjustments the payments are distributed on a population basis, with California estimated to receive (2000 census) about 12.0%. California's share is split 50-50 between the State and the eligible cities and Counties. Orange County's portion of the local share is about 8.4%.

Although there are not any conditions placed on the use of TSR local share by the MSA or State statute, Measure "H", which takes effect on July 1, 2001 restricts the use of TSR to specific health and public safety initiatives. Measure "H" which has been upheld in the Superior Court, requires the use of TSR be restricted to specific health related categories, 80% and public protection programs, 20%. The specific categories are described herein at the Activity level.

Due to the possibility that tobacco companies could fall into bankruptcy as the result of having to make large payments with litigants, there was a doubt as to whether all dollars budgeted will be fully received after FY 03-04. The actual FY 03-04 payments as of April 30, 2004 were \$181K more than the budgeted amount (\$30.1 million). The actual FY 04-05 payments as of April 30, 2005 were \$307K more than the budgeted amount (\$30.5 million).

Measure "H" applies only to TSR received after July 1, 2001. Please see Fund 14X in program VII for TSR received by the County prior to July 1, 2001.

### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	32,919,036
Total Recommended FY 2005-2006	37,099,164
Percent of County General Fund:	N/A
Total Employees:	0.00

### Strategic Goals:

- Administer the County's share of Tobacco Settlement Revenue received on or after July 1, 2001, in strict accordance with the requirements of voter approved Measure "H".

**Seniors & Persons w/Disabilities** - 19% is allocated to this Measure "H" category.

**Emergency Room Physicians & Specialists** - 23% is allocated to this Measure "H" category.

**Tobacco Prevention & Control** - 12% is allocated to this Measure "H" category.

**Child & Family Health Services** - 20% is allocated to this Measure "H" category.

**Comprehensive E.R. Services/Trauma Centers** - 6% is allocated to this Measure "H" category.

**Public Safety Program & Services** - 20%, is allocated to this Measure "H" category. Of the total in the public safety category, \$651,548 will be budgeted for the operation of the 64 bed secured substance abuse program at the Theo Lacy Branch Jail (additional \$861,100 for the above 64-bed program will be budgeted using the remaining public safety category carryover balance in Pre-Measure H TSR Fund-14X). The remainder of the Measure H public safety category balance, \$5,993,650 is allocated to the Theo Lacy Branch Jail Expansion, Phase III (Building "B").

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The revenue in this fund is used in accordance to Measure "H" allocation and reimbursed to the Health Care Agency and the Sheriff-Coroner according to their claim and the available balance.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget	Projected <sup>(1)</sup>	Recommended	Projected	Percent
		As of 3/31/05	At 6/30/05		Amount	
Total Revenues	50,338,375	39,157,556	39,157,556	37,099,164	(2,058,392)	-5.25
Total Requirements	41,639,745	39,157,556	32,919,036	37,099,164	4,180,128	12.69
Balance	8,698,630	0	6,238,520	0	(6,238,520)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Orange County Tobacco Settlement in the Appendix on page page 582



# 15G - HOUSING AND COMMUNITY SERVICES

## Operational Summary

### Mission:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

### Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.
- Enhance the livability of the County's target neighborhoods.

### Key Outcome Indicators:

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>REDUCE PERCENT OF AFFORDABLE HOUSING NEEDED AS IDENTIFIED BY THE REGIONAL HOUSING NEEDS ASSESSMENT</b> <b>What:</b> Includes providing monthly housing assistance and creating new affordable hsg units. <b>Why:</b> Increasing affordable housing units helps bridge the gap in housing costs for certain incomes.	HCS achieved record lease up of vouchers to assist 9,600-10,000 households in rent each month; and closed 5 multifamily housing loans totaling over \$4.3 million and 288 units of affordable housing.	HCS anticipates closing 3 multifamily affordable housing projects, issue one NOFA for \$5 million, and submit an application to HUD for additional Section 8 Rental Assistance vouchers, if available.	Since 2000, HCS increased the number of households leased with vouchers by over 2,500. HCS expects to produce over 1600 units or \$270 million of affordable housing construction with a County investment of \$24.8 million.
<b>LEVEL OF COMMUNITY SATISFACTION WITH NEIGHBORHOOD IMPROVEMENT RESULTING FROM COUNTY REHAB EFFORTS.</b> <b>What:</b> The effect of rehabilitation efforts on a neighborhood in terms of community satisfaction. <b>Why:</b> Home and neighborhood enhancement contributes to higher levels of community satisfaction and pride.	HCS completed the rehabilitation of 50 mobile homes and 40 single-family homes; assessment and design for expansion of 1 community center, 2 storm drains and street improvement designs, a sewer line installation; street light addition, and improvements to water distribution systems.	HCS targets include providing low interest loans through the Neighborhood Preservation Program to repair 50 mobile homes and 40 single family homes for Seniors and working families countywide and completing the construction of 5 public works projects worth over \$1M in capital improvements.	HCS is doing well as it continues to revitalize the unincorporated communities with the goal of eventual annexation of all County islands. In recent years, HCS has rebuilt the credibility of the rehab program and regained the trust of the community, the cities, and the Board of Supervisors.

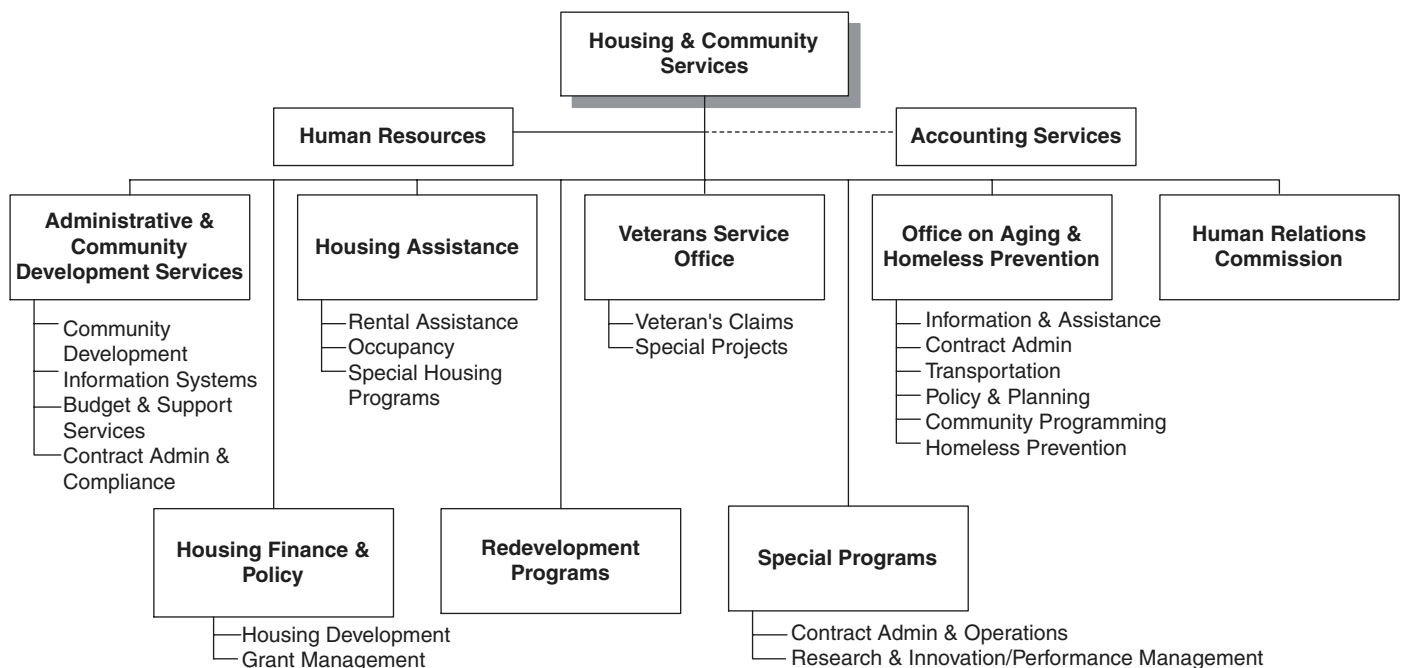
### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	17,843,892
Total Recommended FY 2005-2006	39,271,628
Percent of County General Fund:	N/A
Total Employees:	152.00

### FY 2004-05 Key Project Accomplishments:

- In 04-05, Housing and Community Service (HCS) held two grand openings for affordable housing developments: Fountain Valley Senior Apartments and Stanton Accessible Apartments. These provided a total of 66 new affordable housing units. HCS also issued a Notice of Funding Availability in September 2004 for \$5,000,000 which will be used to fund approximately 200 new affordable housing units.
- The Housing Assistance Division at HCS provided monthly rental assistance to more than 9,400 households during each month of FY 04-05. New federal funding limitations required HCS to reduce its former lease-up levels in the Section 8 Housing Choice Voucher program. This ensured that program resources benefiting the Section 8 Rental Assistance clients were fully utilized within new federal funding constraints.
- HCS completed the rehabilitation of 50 mobile homes, 40 single family homes; assessment and design for expansion of 1 community center; 2 storm drain a street improvement designs; 1 sewer line installation; street light addition, and improvements to a water distribution system.

### Organizational Summary



----- Auditor-Controller Staff

**Executive Administration** - Plans, organizes, administers and directs all functions related to the implementation of policies, programs and projects developed under legal authority granted to the Orange County Housing Authority, Community Development Block Grant and other similar federal, state and Orange County Development Agency funded programs. This activity includes Human Resources which is

responsible for establishing an appropriate framework within the department so it can competitively attract and retain the best qualified employees while meeting appropriate laws and regulations and provides assistance in employee relations to ensure personnel standards and quality assurance.

In March 2002, the Homeless Prevention Program was shifted from the CEO to HCS. As a result, HCS now centrally coordinates the preservation and expansion of the County's Continuum of Care System for the Homeless. Major components of focus include: 1) Homeless Prevention; 2) Outreach and Assessment; 3) Emergency Shelter; 4) Transitional Housing; 5) Supportive Services; and 6) Permanent Supportive Housing. In the FY 04-05 Budget, this program was moved from Fund 15G to Fund 100 at Agency 012.

**Admin & Community Development Svcs** - The Administrative & Community Development Services Division oversees departmental community relations activities as well as revitalization activities such as public works, infrastructure improvements, and housing rehabilitation. This Division also administers subrecipient contracts funded through the CDBG, HOME, ESG, and NDAPP. Additionally this Division is responsible for environmental services, purchasing, facilities management, budget, payroll, petty cash, computer services, and general support services. It is also responsible for overall HCS program compliance. The Division performs audit, compliance and legal notification procedures required by HUD for the department.

**Housing Finance & Policy** - The Housing Finance & Policy division oversees new housing development in the creation of multi-family rental, transitional, and homeownership projects for lower income households. This Division is responsible for legislative analysis and grants management. Grants Management includes the Application Review and Homeless Assistance Programs application processes, which are competitive processes by which funding is allocated to projects.

**Housing Assistance** - The Housing Assistance Division performs the operations of the Housing Authority. The Housing Authority is responsible for the disbursement of approximately \$95 million in housing subsidies annually, which is not reflected in the County's budget figures. In addition, the Housing Assistance Division operated special programs such as Family Self-Sufficiency, Family Unification, and the special needs homeless individuals or families under the HUD Continuum of Care Program

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- Prior to FY 97/98, the former H&CD was a division of EMA with all of the associated positions budgeted in EMA's budget.
- H&CD staff expanded in FY 99/00 due to an organizational assessment performed by the CEO and an outside consultant. Staff was added to the following sections: 13 to the Housing Assistance activity and 1 to the Program Support activity.
- H&CD staff increased by 4 in FY 00/01 due to the expansion of the Shelter Plus Care program (1), and the creation of CalWORKs program (3). Both of these programs are in the Housing Assistance Division.
- In FY 01/02 H&CD staff increased by 7 due to an award of 740 additional housing vouchers for the Section 8 program. Six staff members were added to the Housing Assistance section and 1 was added to the Program Support section.
- In September 2001 H&CD staff increase by 19 full time positions (12 new & 7 converted from extra help). This increase was due to an award of 820 additional housing vouchers for the Section 8 program and the implementation of a successful in-house inspection program. 17 of the staff members were added to the Housing Assistance section and 2 were added to the Administrative & Community Development Services section.
- In FY 02/03 4 positions were deleted due to the rising costs of staff, the slight decline in block grant funding and the fixed amount of administration fees received from the Federal Government to administer programs such as the Section 8 program.

- Due to the rising costs of staff and the fixed amount of administrative fees received from the Federal Government, it was necessary for HCS to analyze work assignments, positions and position levels in the FY 03/04 Budget. As a result, a net of five positions were deleted. Three of the positions were filled with limited term employees, one of the positions was vacant and one was vacated when the incumbent was promoted to another position. An additional position was deleted but was offset by an addition of a position to resolve a classification issue.
- As a result of the merger between CSA and H&CD, HCS has committed to analyzing each program area within all areas of the organization for efficiencies, regardless of funding source, in an effort to reduce costs. HCS moved seven positions from agency 012 into fund 15G in the FY 04-05 budget. During FY 03-04, CEO transferred an Administrative Manager II from CEO/Strategic Affairs to HCS to oversee redevelopment and planning activities. Also during FY 03-04, HCS received six new positions to augment the growing Section 8 Rental Assistance Voucher Program. With the transfer of the Homeless Coordinator to agency 012, 15G added a net of 13 positions during the FY 04-05 budget process.
- No staffing changes in FY 05-06

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Fund 15G continues to project a negative fund balance which is due, in part, to the reimbursement nature of this fund and to multi-year projects which are budgeted and encumbered at 100% in the first year. Examples of projects budgeted this way include those funded by the SuperNOFA Homeless Assistance grant process and the block grant programs.

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. Combined with over \$2.5 million appropriated in fund 117 and the Redevelopment commitment to affordable housing development, more than \$29 million is allocated to fund afford-

able housing projects. Of that amount, \$21 million has already been committed to projects. HCS will continue to solicit projects through a Request for Proposals (RFP) and Notice of Funding Availability (NOFA) for development of affordable rental housing. The goal of the RFP and the NOFA is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

### Changes Included in the Recommended Base Budget:

The proposed budget reflects a \$5 million decrease in revenues from the previous year. This is due to a 5% reduction in federal HOME and block grant funding, a reduction in housing administrative fees, and the elimination of revenue, although received, does not pass through this fund. Although there is a reduction in revenue, there is also a corresponding and proportional reduction in expenditures for the federal HOME and block grant funding. The budget includes about \$6.5 million in new block grant funding, and over \$13 million in carry-forward block grant monies, and about \$7.8 million in housing administrative fees.

HCS continues to receive an allocation of Redevelopment funds for affordable housing development, public works projects and the housing rehabilitation program. These projects will be budgeted in the individual redevelopment funds and not in fund 15G. Approximately \$14.5 million allocated for rehabilitation and affordable housing development is budgeted in various redevelopment funds. Fund 15G reflects the administrative and direct project cost that will be reimbursed to 15G from the various redevelopment funds over the year.

HUD recently changed the manner in which excess administrative fees are used. There is now a cap placed upon the amount of excess fees that a Housing Authority can retain before HUD stops paying administrative fees. As a result, HCS budgets several operating expenses in fund 117 in order to commit the funding and thereby protect it from recapture. Fund 117 will also continue to fund Housing Supportive Service contracts, SuperNOFA Homeless Assistance application planning activities, and affordable housing monitoring.

This budget also includes certain Fund 15U, Strategic Priority Affordable Housing, expenditures. Fund 15U was created in FY 02-03 to account for monies allocated by the Board of Supervisors for the development of affordable housing. Approximately \$4 million remains in Fund 15U for affordable housing development, of which approximately \$900,000 is committed to projects. The administrative costs for those projects, estimated at \$106,000, are budgeted in 15G; but then reimbursed by 15U.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Positions	-	152	152	152	0	0.00
Total Revenues	16,937,869	42,722,913	19,398,615	39,271,628	19,873,013	102.44
Total Requirements	18,104,306	42,722,913	20,032,200	39,271,628	19,239,428	96.04
Balance	(1,166,436)	0	(633,585)	0	633,585	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Housing and Community Services in the Appendix on page page 619

### Highlights of Key Trends:

- Over the past decade, the County has experienced a shortage of affordable housing which is impacted by a variety of factors including, including the availability of land, affordable housing funds, political will, and the real estate market. The development and preservation of affordable housing is challenged by rising housing costs, lack of appropriately zoned land, increased market demands, and community resistance which combined to shrink the supply of affordable housing units and price low income residents out of the market. Despite these factors, HCS will continue to pursue its goal of increasing and preserving affordable housing opportunities for lower income Orange County residents.
- In 2004, HUD changed its funding allocation method, which reduced Housing and Community Services' (HCS) funding for Section 8 rental assistance. This reduction coupled with Orange County's increasing housing costs, resulted in HCS not being able to support as many Section 8 households on a monthly basis. Reducing the lease-up level will ensure that program resources benefiting the Section 8 Rental Assistance clients were fully utilized within new federal funding constraints.
- HCS continues its goal of improving the livability of the County's target neighborhoods. This goal is met by providing low-interest loans to eligible home owners for rehabilitation, developing education and community programs for target areas, and effectively communicating these improvement programs to target areas.

### Budget Units Under Agency Control:

No.	Agency Name	Executive Administration	Admin & Community Development Svcs	Housing Finance & Policy	Housing Assistance	Total
012	Community Services Agency	14,153,215	0	0	0	14,153,215
117	O.C. Housing Authority - Operating Reserves	5,760,656	0	0	0	5,760,656
123	Dispute Resolution Program	816,276	0	0	0	816,276
124	Domestic Violence Program	816,804	0	0	0	816,804
136	Community Social Programs	12,703	0	0	0	12,703

**Budget Units Under Agency Control:**

No.	Agency Name	Executive Administration	Admin & Community Development Svcs	Housing Finance & Policy	Housing Assistance	Total
146	Workforce Investment Act	15,281,431	0	0	0	15,281,431
14W	Welfare-to-Work	71	0	0	0	71
15G	Housing and Community Services	2,930,193	14,383,594	12,110,987	9,846,854	39,271,628
15U	Strategic Priority Affordable Housing	3,999,396	0	0	0	3,999,396
	Total	43,770,745	14,383,594	12,110,987	9,846,854	80,112,180

## 012 - COMMUNITY SERVICES AGENCY

### Operational Summary

#### Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

#### Strategic Goals:

- To provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.
- Match Orange County workforce skills and abilities with employer workforce needs.
- Ensure that Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled.
- Promote inter-group understanding; eliminate prejudice, intolerance and discrimination; and facilitate the peaceful resolution of disputes.
- Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County, including but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, seniors, and other at-risk or homeless populations in Orange County.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>ESTABLISH BASELINE LEVEL FOR CUSTOMER SATISFACTION OF OLDER ADULTS PROGRAMS AND STAFF SUPPORT.</b> <b>What:</b> Survey measures the level of satisfaction with services provided by OoA's contract vendors. <b>Why:</b> Helps identify the level of service OoA programs provides to older adults.	Establish baseline customer satisfaction levels for services and support provided by OoA.	Continue to meet and survey service providers to identify current customer satisfaction levels, with the objective of improving areas that do not meet minimum levels.	This is a new performance measure and HCS will another year of information to make relative comparisons.



## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>EVALUATE CUSTOMER SATISFACTION WITH INFORMATION &amp; ASSISTANCE SERVICES VIA QUALITY ASSURANCE MAILER.</b> <b>What:</b> State-of-the-art Information & Assistance center which provides referral services to seniors. <b>Why:</b> A quality measurement tool will insure the highest level of customer service by I & A staff.	The goal is to receive at least a score of 4 out of 5 rating for service levels. Staff will identify strengths and weaknesses in its service levels as a result of survey.	Staff will continue to survey customers and strive to maintain a minimum of 4 out of 5 aggregate rating for each staff member. Staff will continue to identify strengths, weaknesses, and new methodologies to improve customer satisfaction.	This is a new performance measurement.
<b>PERCENT OF CLIENTS PLACED AND RETAINED IN JOBS.</b> <b>What:</b> The percent of clients placed in jobs and the percent of those working nine months after placement. <b>Why:</b> It measures the success of services delivered to both businesses and job seekers.	Placed in Jobs - 79% Retained in Jobs - 88%	Placed in Jobs - 80% Retained in Jobs - 89%	The Orange County Workforce Investment Area is currently meeting State Performance Measures for percentage of clients placed in jobs and the percentage of those placed still working after nine months.
<b>PROVIDES GAP ANALYSIS COMPARING THE NUMBER OF COUNTY JOB SEEKERS WITH NUMBER OF JOBS AVAILABLE.</b> <b>What:</b> Compares the existing and projected demand of jobs against the supply of workers in the County. <b>Why:</b> It measures the workforce system efficiency in matching current/future job supply with demand.	54,858	53,000	Orange County's unemployment rate continues to remain below the State of California's unemployment rate. Job seekers are able to find employment in Orange County's diversified economy.
<b>FILED 2,400 VETERANS BENEFIT CLAIMS FOR DISABILITY AND OTHER FEDERAL AND STATE BENEFITS.</b> <b>What:</b> Veterans benefit claims development and advocacy. <b>Why:</b> It enhances the quality of life for veterans, their survivors and dependents.	2,400 claimers filed.	2,400 claims anticipated.	Program is on target for meeting the goal.
<b>ACHIEVE \$6,000,000 IN NEW VETERANS BENEFIT AWARDS FOR DISABILITY AND OTHER FEDERAL/STATE BENEFITS.</b> <b>What:</b> Veterans' monetary benefits paid to veterans, their survivors, and dependents. <b>Why:</b> Enhances the quality of life for veterans, their survivors/dependents, and stimulates the economy.	\$6,000,000	\$6,000,000	Program is on target for meeting the goal.
<b>MEASURE NUMBER OF HATE CRIMES PER 100,000 RESIDENTS IN ORANGE COUNTY.</b> <b>What:</b> Measures criminal acts motivated by the victim's perceived race, ethnicity, religion, gender, etc. <b>Why:</b> It measures the level of prejudice and intolerance in the community year to year.	Slightly over 4 per 100,000 population.	Slightly over 4 per 100,000 population.	The number of hate crimes increased sharply after 9/11 and then came back down the following years. The statistics continue to show a general downward trend over the last 3 years.
<b>MEASURE PERCENT OF SCHOOL PRINCIPALS RATING OCHRC'S BRIDGES PROGRAM ON THEIR CAMPUS AS USEFUL.</b> <b>What:</b> Survey of participating school principals conducted at a year-end evaluation meeting. <b>Why:</b> Measures the effectiveness of efforts to build understanding among diverse Orange County students.	95% of principals rate BRIDGES as useful.	95%	Positive results are an indicator of the success of this intervention.



## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>MEASURE PERCENT OF CASES REFERRED FOR MEDIATION THAT RESULT IN SUCCESSFUL RESOLUTION.</b> <b>What:</b> Dispute resolution services facilitate the settlement of disputes through mediation & conciliation. <b>Why:</b> It is a measure of success of the mediation process in helping community members resolve conflict.	75%.	72%.	Increased presence and collaboration with courts and community agencies has led to successful resolution rates.
<b>INCREASE SHELTER, SUPPORTIVE SERVICES, AND SUPPORTIVE HOUSING FOR AT-RISK AND HOMELESS RESIDENTS.</b> <b>What:</b> Maintain existing transitional shelter beds, supportive services and housing for the homeless. <b>Why:</b> Eliminates gaps in Orange County's Continuum of Care System for the homeless.	HCS was awarded \$11.4 million from HUD's for Continuum of Care projects and services.	Obtain \$10-\$13 million in federal, State, and local resources for homeless assistance and prevention.	HCS continues to make progress in the development and implementation of homeless prevention programs by partnering with other County Agencies, nonprofits, cities, and other stakeholders.

## FY 2004-05 Key Project Accomplishments:

- Developed and implemented a Countywide Senior Non-Emergency Medical Transportation Program with Tobacco Settlement Revenue funding. The program provides nearly 100,000 trips, had 8,800 older adults enrolled, and was growing at a pace of 600 additional clients per month. Many older adults would not be able to make their medical appointment without this program, because they lack other feasible transportation options.
- Developed a community education presentation to enlighten Orange County city councils and other policy makers on the urgent need to plan for the exponential growth of our aging population. The presentation features older adult population projections for the nation, the State, and Orange County in 2005 and 2020.
- Reorganized "One-Stop" system to improve services to job seekers and employers.
- HCS filed 2,254 claims on behalf of Veterans of Orange County, and facilitated the receipt of \$6,168,379 in monetary benefits.
- HCS continued to work with public and private agencies to secure and/or coordinate federal, state and local funds for shelters, permanent supportive housing, and supportive services for at-risk and homeless residents in Orange County.
- HCS promoted police and community relations through the Hate Crime Network; training 1,429 police officers and community members in cultural competency; and 1,800 youth and adults in human relations training sessions.
- Sponsored Cold Weather Armory Emergency Shelter Program which provided 39,878 shelter beds for 1,373 unduplicated homeless individuals and families.
- HCS created a separate fund to maintain Domestic Violence revenue which help fund domestic violence shelters and services.

**Administration** - This Division is responsible for purchasing, facilities management, budget, payroll, petty cash, and general support services.

**Community Advocacy** - Veteran's Service Office-Provides advocacy services and assistance to Orange County veterans, survivors and dependents, focusing on Department of Veterans Affairs disability benefits and survivor benefits. This Division also promotes the understanding of the importance of its veterans and their contributions to our country.

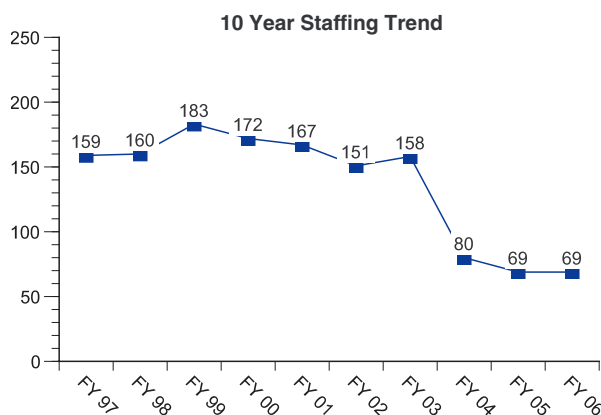
Human Relations Commission-Advocates mutual understanding among residents of Orange County and works to eliminate prejudice, intolerance, and discrimination. The Division along with its non-profit partner, the Human Relations Council, coordinates the Community Building, Dispute Resolutions, BRIDGES, and Leadership Development programs.

**Office on Aging** - Advocates, plans, and facilitates services as directed by Federal and State law for all Orange County older adults, their families, and caregivers, with a special focus on ethnic minorities and those with low incomes. This Division is the designated Area Agency on Aging for Orange County.

**Special Programs** - Administers State and Federally funded programs which include the the Workforce Investment Act programs, the Domestic Violence and Dispute Resolution programs and the Senior AIDES (Alert, Industrious, Dedicated, Energetic Services) program. This Division also oversees all Orange County Workforce Investment Board functions.

**Executive Management** - Not applicable.

### Ten Year Staffing Trend:



## Budget Summary

### Changes Included in the Recommended Base Budget:

The overall Net County Cost (NCC) target for this budget was reduced by \$112,601 from last year. The budget reductions were made without initially eliminating any positions. However, as vacancies and attrition occurs, HCS will review each situation and may eliminate positions to improve efficiency and/or meet future NCC targets.

Human Relation's Commission (HRC)-Experienced an \$80,500 step-2 reduction from its FY 04-05 budget, and will need over \$200,000 in outside funding to balance its budget. Without the outside funding, HRC would need to cut 2 of the 3 funded positions, and may not be able to fund the program at all. HCS is submitting an \$80,500 augmentation to keep its NCC target at the FY 04-05 level.

Office On Aging (OoA)-Experienced a \$61,000 step 2 reduction from it FY 04-05 budget. OoA will meet the step 2 reduction by salary saving from vacant positions (and possibly eventual reduction of positions) and cuts in Services and Supplies. Future OoA cuts will result positions deletions, program cuts and a reductions in service levels.

Special Programs Division (SPD)-SPD received an additional \$600,000 in Cal Works funding from Social Services Agency to help "Welfare to Work" participants find and retain stable employment. Other federal funding is budgeted as if it will remain consistent throughout the year. However, these allocations are very uncertain at this time, and adjustments will be made if federal allocations change.

Veterans' Service Office (VSO)-Received a slight increase in its NCC limit and did not experience any significant changes to its budget. VSO expects to maintain its current programs and service level.

### Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>RESTORE LEVEL OF SERVICE FOR HUMAN RELATIONS COMMISSION</b> <b>Amount:\$ 0</b>	To provide funding that was targeted for reductions in order to restore service levels.	Continue efforts to maintain relationships with diverse County residents.	2472

## Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Positions	-	69	69	69	0	0.00
Total Revenues	11,680,374	12,349,112	14,557,657	11,221,832	(3,335,825)	-22.91
Total Requirements	14,867,831	15,393,096	17,738,216	14,153,215	(3,585,001)	-20.21
Net County Cost	3,187,457	3,043,984	3,180,559	2,931,383	(249,176)	-7.83

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Community Services Agency in the Appendix on page page 474

## Highlights of Key Trends:

- In view of the growing and increasingly divers population of older adults, the Office on Aging (OoA) is working to improve the following areas for seniors: access to information, health care, and accessible and affordable housing. OoA will continue to work with various coalitions to increase its outreach to functions and to ensure the most needy seniors in the community are being assisted. As part of this effort OoA will actively promote its state-of-the-art Information & Assistance call center.
- Orange County's diverse economy helps to maintain its low unemployment rate (3.8%) compared to the rest of the state (5.7%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed locally. HCS operates two regional "One-Stop" Centers in partner with several other agencies and organizations, which provide skill development programs and helps match Orange County job seekers with employers. California's budget crisis had resulted in Workforce Investment funding reductions and further reductions would limit, reduced or eliminate these programs.
- The war in Iraq and Afghanistan, and the continuing fear of terrorism at home bring local human relations under growing pressure. The Human Relations Commission (HRC) will continue to promote police/community relations, collaborate with diverse ethnic groups, conduct Bridges School Inter-Ethnic Relations programs, develop leadership through training, and allocate funds to dispute resolution programs. Continued County budget reductions require increased outside fund-raising efforts to support and maintain these programs and services.
- The U.S. Department of Veterans Affairs (USDVA) has a backlog of over 600,000 unprocessed veterans claims and appeals. HCS staff is working with the National Association of County Veterans Officer to introduce legislation that would allow the Veteran Services Office to assist the USDVA in claims processing which would help reduce the backlog. The meet the changing needs of veterans, the VSO is coordinating with various organizations to implement new strategies targeted at improving the programs and services available to veterans and their dependents.
- The homeless issue in Orange County is complex and multifaceted. The jobs-to-housing imbalance, high cost of housing, and increasing number of lower paying service-sector jobs all contribute to the homeless problem in Orange County. To assist this population, HCS will increase and preserve shelter supportive services for at-risk and homeless resident via the following strategies: secure additional sources of funding for the Continuum of Care (CoC) system; work with grant recipients in participating in the CoC program; identify additional resources for the County's various organizations to find long term solutions to end chronic homelessness.

# 117 - O.C. HOUSING AUTHORITY - OPERATING RESERVES

## Operational Summary

### Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

### Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

### FY 2004-05 Key Project Accomplishments:

- In 04-05, Housing and Community Service (HCS) held two grand openings for affordable housing developments: Fountain Valley Senior Apartments and Stanton Accessible Apartments. These provided a total of 66 new affordable housing units. HCS also issued a Notice of Funding Availability in September 2004 for \$5,000,000 which will be used to fund 200 new affordable housing units.
- The Housing Assistance Division at HCS provided monthly rental assistance to more than 9,400 households during each month of FY 04-05. New federal funding limitations required HCS to reduce its former lease-up levels in the Section 8 Housing Choice Voucher program. This ensured that program resources benefiting the Section 8 Rental Assistance clients were fully utilized within new federal funding constraints.

**O.C. Hse Authority/Oper Reserv** - Operating Reserve funds may be used only for the cost of ongoing administration of Housing and Community Services' (HCS) current Section 8 rental assistance program or for other housing related purposes consistent with state and local law, including the development of affordable housing as approved by the Board.

### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	865,143
Total Recommended FY 2005-2006	5,760,656
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. Over \$29 million has been allocated to affordable housing projects, combining funds 117, 15G, and various redevelopment funds. Of that amount, \$21 million has already been committed to projects. HCS will continue to solicit projects through a Request for Proposal (RFP) and Notice of Funding

Availability (NOFA) for development of affordable rental housing. The goal of the RFP and the NOFA is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

### Changes Included in the Recommended Base Budget:

Reduction in outside contracts reflect a more realistic spending pattern for FY 05-06. Fund 117 will continue to provide money for Housing Supportive Service contract, Super NOFA Homeless Assistance application planning activities, and affordable housing monitoring.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	7,871,188	6,538,692	6,269,531	5,760,656	(508,875)	-8.11
Total Requirements	1,999,187	6,538,692	885,774	5,760,656	4,874,882	550.35
Balance	5,872,001	0	5,383,757	0	(5,383,757)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: O.C. Housing Authority - Operating Reserves in the Appendix on page page 556

### Highlights of Key Trends:

■ In 2004, HUD changed its funding allocation method, which reduced Housing and Community Services (HCS) funding for Section 8 rental assistance. This coupled with Orange County's increasing housing costs, resulted in HCS not being able to support as many Sec-

tion 8 families on a monthly basis. To maximize rental assistance funds, HCS has budgeted several operating expenses in Fund 117. Since future funding continues to be uncertain, HCS is exploring all options to maximize its programs and services.

## 123 - DISPUTE RESOLUTION PROGRAM

### Operational Summary

#### Description:

Provide funding for local dispute resolution services as an alternative to formal court proceedings.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	310,200
Total Recommended FY 2005-2006	816,276
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	0	857,987	337,587	816,276	478,689	141.79
Total Requirements	0	857,987	310,200	816,276	506,076	163.14
Balance	0	0	27,387	0	(27,387)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Dispute Resolution Program in the Appendix on page page 564

## 124 - DOMESTIC VIOLENCE PROGRAM

### Operational Summary

#### Description:

Provide funding for domestic violence shelters in the Orange County which provide a temporary "safe haven" for the victims of domestic violence and their children.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	338,080
Total Recommended FY 2005-2006	816,804
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	60,002	633,884	454,884	816,804	361,920	79.56
Total Requirements	0	633,884	338,080	816,804	478,724	141.60
Balance	60,002	0	116,804	0	(116,804)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Domestic Violence Program in the Appendix on page page 565

## 136 - COMMUNITY SOCIAL PROGRAMS

### Operational Summary

#### Description:

Provide Board of Supervisors-initiated grants to qualified non-profit and public organizations to support a variety of social programs providing human services such as literacy, battered women's shelters, counseling, child care, youth recreation, senior services, and the Orangewood Children's Home.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	73,632
Total Recommended FY 2005-2006	12,703
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	515,537	81,543	85,335	12,703	(72,632)	-85.11
Total Requirements	434,994	81,543	73,632	12,703	(60,929)	-82.74
Balance	80,543	0	11,703	0	(11,703)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Community Social Programs in the Appendix on page page 576



# 146 - WORKFORCE INVESTMENT ACT

## Operational Summary

### Description:

Provide for services through workforce investment systems that increase the employment, retention, and earnings of participants, and reduce welfare dependency.

### FY 2004-05 Key Project Accomplishments:

- Reorganized "One-Stop" system to improve services to job seekers and employees.

### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	13,428,671
Total Recommended FY 2005-2006	15,281,431
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Changes Included in the Recommended Base Budget:

Consistent Federal funding plus large FY 04-05 carry monies have increased revenues. The increased expenses reflect increased service contracts.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	7,029,710	13,440,719	14,978,749	15,281,431	302,682	2.02
Total Requirements	10,277,122	13,440,719	16,290,290	15,281,431	(1,008,859)	-6.19
Balance	(3,247,412)	0	(1,311,541)	0	1,311,541	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Workforce Investment Act in the Appendix on page page 595

### Highlights of Key Trends:

- Orange County's diverse economy helps to maintain its low unemployment rate (3.8%) compared to the rest of the State (5.7%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed

locally. Special Programs Division operates two regional "One-Stop" centers in partnership with several other agencies and organizations, which provide skill development programs to match Orange County job seekers with employers.

## 14W - WELFARE-TO-WORK

### Operational Summary

#### Description:

Provide employment and training services in accordance with the Welfare-to-Work Local Plan approved by the Orange County Workforce Investment Board and the Orange County Board of Supervisors.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	0
Total Recommended FY 2005-2006	71
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	233,726	70	71	71	0	-0.16
Total Requirements	233,656	70	0	71	71	70,900.00
Balance	70	0	71	0	(71)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Welfare-to-Work in the Appendix on page page 611

## 15U - STRATEGIC PRIORITY AFFORDABLE HOUSING

### Operational Summary

#### Description:

Fund 15U facilitates the expenditure of general funds and Single Family Housing funds that are dedicated to the creation and preservation of affordable housing in Orange County.

#### Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>REDUCE PERCENT OF AFFORDABLE HSG OPPORTUNITIES NEEDED AS ID BY THE REGIONAL HOUSING NEEDS ASSESSMENT</b> <b>What:</b> Affordable Housing Opportunities include creating new and preserving existing affordable hsg units. <b>Why:</b> Increasing affordable housing opportunities will help bridge the gap in the OC housing market.	HCS saw seven grand openings of affordable housing projects and three ground-breakings.	HCS will continue with the NOFA process and will issue one NOFA for \$5 million.	Since 2000, ground has been broken for the development of over 1,500 affordable units. HCS expects to produce over \$270 million of affordable housing construction with a County investment of \$24.6 million.

#### FY 2004-05 Key Project Accomplishments:

- In 04-05, Housing and Community Service (HCS) held two grand openings for affordable housing developments: Fountain Valley Senior Apartments and Stanton Accessible Apartments. These provided a total of 66 new affordable housing units. HCS also issued a Notice of Funding Availability in September 2004 for \$5,000,000 which will be used to fund approximately 200 new affordable housing units.

**Strategic Priority Affordable Housing** - This fund facilitates the expenditure of Single Family Housing funds that are dedicated to the creation and preservation of affordable housing in Orange County.

#### At a Glance:

Total FY 2004-2005 Projected Expend + Encumb:	811,792
Total Recommended FY 2005-2006	3,999,396
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. Combined with over \$2.5 million appropriated in fund 117 and the Redevelopment commitment to affordable housing development, over \$29 million is allocated to fund affordable housing projects. Of that amount, \$21 million has already been committed to projects. HCS will continue to solicit projects through a Request for Proposals (RFP) and Notice

of Funding Availability (NOFA) for development of affordable rental housing. The goal of the RFP and the NOFA is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

### Changes Included in the Recommended Base Budget:

Fund 15U was created in FY 02-03 to account for monies allocated by the Board of Supervisors for the development of affordable housing. During FY 02-03, \$5 million was transferred into this fund from 15B. Approximately, \$4 million remains in Fund 15U for affordable housing development, of which approximately \$900,000 is committed to projects. The administrative costs for those projects, estimated at \$106,000, are budgeted in 15G; but then reimbursed by 15U.

### Proposed Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual	Budget As of 3/31/05	Projected <sup>(1)</sup> At 6/30/05	Recommended	Projected Amount	Percent
Total Revenues	4,882,357	4,811,188	4,811,188	3,999,396	(811,792)	-16.87
Total Requirements	71,169	4,811,188	811,792	3,999,396	3,187,604	392.66
Balance	4,811,188	0	3,999,396	0	(3,999,396)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2004-05 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Strategic Priority Affordable Housing in the Appendix on page page 629

### Highlights of Key Trends:

- Over the past decade, the County has experienced a shortage of affordable housing which is impacted by a variety of factors including, including the availability of land, affordable housing funds, political will, and the real estate market. The development and preservation of affordable housing is challenged by rising housing costs, lack of appropriately zoned land, increased mar-

ket demands, and community resistance which combined to shrink the supply of affordable housing units and price low income residents out of the market. Despite these factors, HCS will continue to pursue its goal of increasing and preserving affordable housing opportunities for lower income Orange County residents.

## 9A0 - PUBLIC FINANCING PROGRAM (PGM II)

### 9A1 Major Activities

The purpose of these funds is to construct facility improvements, address funding and expenditure activity, and provide for administrative expenses of the Orange County Development Agency (OCDA) and the CEO Single Family Housing Fund.

### 9A1 Funds

Agency Number	OCDA + CEO Single Family Housing	FY 2005-2006 Appropriations		FY 2005-2006 Revenue	
15A	OCDA Santa Ana Heights 1993 Bond Issue	\$	10,980,594	\$	10,980,594
15B	CEO Single Family Housing		1,919,117		1,919,117
15E	OCDA/Santa Ana Heights 1993 Low & Moderate Income Housing		185,589		185,589
171	OCDA Low & Moderate Income Housing (Santa Ana Heights)		16,791,137		16,791,137
173	OCDA Santa Ana Heights - Surplus		14,415,715		14,415,715
411	OCDA (NDAPP) Projects, 1992 Issue A		813,365		813,365
412	OCDA (NDAPP) Low/Moderate Housing 1992 Issue A		2,652,212		2,652,212
413	OCDA (NDAPP) Projects, 1992 Issue B		248,189		248,189
414	OCDA (NDAPP), 1992 Issue B, Low/Moderate Housing		2,437,131		2,437,131
425	OCDA Neighborhood Preservation & Development - Construction		637,438		637,438
428	OCDA (NDAPP) - Surplus		1,469,613		1,469,613

